THE STRAWBERRY HILL TRUST

England & Wales · Charity number 1095618

Details

Status	Registered
Legal form	Charitable company
Company number	04516140
Registered	2003-01-24
Register	View on the Charity Commission register

Contact

Address	268 Waldegrave Road Strawberry Hill Twickenham TW1 4ST
Phone	02087441241
Email	enquiry@strawberryhillhouse.org.uk
Website	www.strawberryhillhouse.org.uk

Activities

Objects: 4 ObjectsThe charity's objects (Objects) are specifically restricted to the following:4.1 the advancement of the education of the public and the advancement of the arts, culture and heritage by:4.1.1 preserving for the public benefit Strawberry Hill House, its historical, architectural and artistic heritage, its collection of paintings, furniture and other objects and its garden (together "the House) and by providing public access to the House on appropriate terms; and4.1.2 maintaining the House for the public benefit as a diverse cultural hub reflecting the enduring values of its creator, Horace Walpole, and his successors as owners, as an educational resource open to everyone and as a focus and venue for community activities of all kinds.

Activities: BUILDING PRESERVATION TRUST

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** The General Public/mankind

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Geography

- **Area of benefit:** TWICKENHAM
- Richmond Upon Thames

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£785,877	£860,767	£248,467	10
2023-12-31	£458,285	£812,444	£319,081	11
2022-12-31	£806,500	£903,191	£488,090	11
2021-12-31	£662,935	£618,449	£623,415	9
2020-12-31	£496,830	£534,916	-	-

Trustees

Name	Role	Appointed
Anthony Thomas Nash		2024-10-31
Dr David Richard Michael Gaimster		2025-12-18
Dr Kim Salmons		2025-12-18
Henry Sherman		2019-04-06
Jane Stancliffe		2025-06-24
Paul Finucane		2020-09-08
Perdita Mary Hunt		2016-05-28
Robert Waiting		2022-06-07
TERENCE ROY SMITH		2025-12-18

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THE STRAWBERRY HILL TRUST

England & Wales - Charity number 1095618

Accounts



Annual Report & Financial Statements 2024

THE STRAWBERRY HILL TRUST

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

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THE STRAWBERRY HILL TRUST

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

Reference and Administrative Details

The Strawberry Hill Trust is a company limited by guarantee and a registered charity governed by its Articles of Association.
Charity number: 1095618; Company number: 4516140.
It was originally incorporated in August 2002.

The trustees that acted during the year and subsequent to the year-end were as follows:

Trustees/Directors	Appointment/Resignation
Pim Baxter, OBE	Appointed January 2020
Lynn Beard (Charity Secretary)	Appointed October 2019
Xenia Carr-Griffiths OBE	Appointed October 2019
Paul Finucane	Appointed September 2020
Paul Kafka (Chair)	Appointed March 2019 and resigned October 2024
Anthony Nash (Chair)	Appointed October 2024
Robert Waiting	Appointed June 2022
Martin Postle	Appointed June 2021 and resigned January 2024
Derek Purnell (Director)	Appointed June 2021 and resigned April 2024
Christopher Rough (Hon Treasurer)	Appointed April 2020 and resigned January 2025
Henry Sherman	Appointed July 2018
Jerome Stern	Appointed March 2019 and resigned March 2024
Zoe Colbeck	Appointed December 2024 and resigned June 2025
Martin Levy	Appointed June 2025
Jane Stancliffe	Appointed June 2025

Auditors
Shaw Gibbs (Audit) Limited
Salatin House
19 Cedar Road
Sutton, Surrey SM2 5DA

Registered Office
Strawberry Hill House
268 Waldegrave Road
Twickenham TW1 4ST

Investment Management
Sarasin Investment Management
100, St Paul's Churchyard
London EC4M 8BU

Bankers
Barclays Bank
2 York Street, Twickenham TW1 4AG

Lloyds Bank
14, Heath Road, Twickenham TW1 3LE

Chair's Overview and Introduction

I write this report having taken over as Chairman on 31 October 2024, therefore having had little direct involvement in the events of the year in question. I was, however, fully aware of the challenges facing the Trust and the heritage sector overall. Historic houses nationally face similar challenges to Strawberry Hill with high inflation of fixed overheads and employment costs outstripping their ability to generate additional income. Funding for core costs however is difficult to source and many funders have reassessed their grant criteria or scaled back their commitments leaving charities to compete for a diminishing pool of funds. Since Covid, the Trust has been forced to dip into its reserves to fund the differences between income and expenditure. In the three years to 2024, the Trust made accumulated losses of just under £375,000 which have depleted reserves and, inevitably, has reduced our flexibility to manage. In these circumstances, it is vital that the Trust maximises its own generated funds, rigorously reviews its cost base and builds long term relationships with all its key stakeholders and supporters. This needs to be supported by a compelling vision for the future of the House. I am pleased to say that the Trust has made real progress during 2024 and 2025 to address these issues and though not strictly covered by the period under review, I allude to progress made later in this report.

2024 again saw significant personnel changes at Strawberry Hill which inevitably led to a loss of momentum. The Director, Derek Purnell left at the end of April and was succeeded by Zoe Colbeck, who started at the beginning of June 2024, bringing extensive experience from the National Trust and the Mary Rose Trust. The Board are grateful to our Artistic Director, Dr Silvia Davoli, who stepped up as Interim Director for the intervening period. Sadly, we learned that Derek Purnell passed away in the summer of 2025. He will be greatly missed by his family, friends and former colleagues.

The Chair of the Trust, Paul Kafka, stepped down at the end of October 2024 after six years on the Board. The Board would like to thank Paul for his leadership during a challenging period which included the various closures for Covid-19, and the unprecedented financial challenges which followed. The Hon Treasurer, Chris Rough, also resigned at the end of 2024 and again we thank him for his sterling contribution during his time on the board. At this point, we have been unable to recruit a permanent replacement and I have taken on the role pro tem whilst we review board composition and strategy.

The in-house team also saw many changes during the year and we thank all those members of staff who have contributed so much during their time at the Trust. We welcomed many new faces to the House with the team responding with enthusiasm and resilience during a challenging period.

It was clear to the new Director that additional funding was urgently required and we were able to secure a Resilience Grant from the National Lottery Heritage Fund in September 2024. This enabled the Trust to put in place changes which gave it impetus into the start of 2025 including the recruitment of four new members of staff with two dedicated part-time fundraisers.

We are now forecasting a small surplus for the 2025 financial year, which will be a significant achievement from where we were in 2023. However, we are under no illusions that the way forward remains tough and there are many areas in which the Trust needs to improve and professionalise. 2024 was a challenging time for our staff and volunteers so I would like to thank them wholeheartedly all for their continued support and dedication. Good progress has been made and we are moving in the right direction.

We are also most thankful to those individuals and institutions that continued to support us including the Bruno Schroder Trust, the John R Murray Charitable Trust, Savills, Arts Council England's MEND fund, the National Lottery Heritage Fund, the Foyle Foundation plus a number of individuals as detailed in this report. I hope you will be excited by our plan for 2025 and beyond and we hope that you will continue to support our endeavours.

Anthony Nash
Chair of Trustees

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the Trust for the year ended 31 December 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

> "Strawberry Hill House and Garden is the home of the Gothic – inspiring the imagination through timeless stories of art, literature, architecture and landscape for today and future generations."
>
> "Our mission is to ensure that Strawberry Hill House and Garden are financially and environmentally sustainable and place the highest importance on inclusiveness and trust in all aspects of our work. We strive to share our passion for the House and its contents, welcoming the widest possible audience and bringing enthusiasm, creativity and innovation to everything we do. We want to work wherever possible with partners and collaborators who share our values."

The Strawberry Hill Trust was formed in 2002 to restore Strawberry Hill House and Garden at 268 Waldegrave Road, Twickenham TW1 4ST and open it to the wider public. The objectives and purpose of the Trust, updated in 2021 are: 'the advancement of the education of the public and the advancement of the arts, culture and heritage by:

- preserving for the public benefit Strawberry Hill House, its historical, architectural and artistic heritage, its collection of paintings, furniture and other objects and its garden (together "the House") and providing public access to the House on appropriate terms; and
- maintaining the House for the public benefit as a diverse cultural hub reflecting the enduring values of its creator, Horace Walpole, and his successors as owners, as an educational resource open to everyone and as a focus and venue for community activities of all kinds.'

The restoration of the House and Garden was carried out with support from the Heritage Lottery Fund (HLF) (now the National Lottery Heritage Fund (NLHF)), the World Monuments Fund, English Heritage, the local community and several Trusts and Foundations. Approximately £10 million was raised and the house was reopened to the public in October 2010. In 2011 Strawberry Hill House won the Georgian Group Award for the best restoration of an 18th century Country House and the Europa Nostra Grand Prix Award for conservation in 2013. The full restoration, including the smaller rooms, was finally completed in Spring 2015.

The Trust seeks to balance the role of the House as a visitor attraction and accredited museum of national and international significance, with its importance to the local communities in and around the London Borough of Richmond upon Thames. Strawberry Hill House is a destination for visitors with a diverse range of national and international backgrounds, including locals, visitors from Greater London and further afield, students and enthusiasts with a passion for its unique historical, antiquarian, architectural and landscape attributes.

Strawberry Hill House and Garden aims to provide a programme of distinctive cultural experiences throughout the year, catering to a wide range of audiences and age groups. In addition, we offer a programme of learning and outreach tailored

to the curricula of schools and colleges. Strawberry Hill House also caters to the needs of local groups within the community, young and old, with learning difficulties and other disabilities.

Following the challenges described in the 2023 Annual Report, the Trust's strategic priorities for 2024 were:

1. To secure the financial future of the Strawberry Hill Trust
2. To maintain the fabric of Strawberry Hill House & Garden so that it presents an attractive destination and a safe environment for visitors, staff and volunteers.
3. To evolve our Board, staff and volunteer body to enhance inclusivity and diversity.

Our objectives in working with the new Director and her team towards achieving these focused on:

- a re-evaluation of our business model, in particular seeking to identify areas for improvement and build a more robust Events and Hire revenue model
- development of our fundraising capability to complement the high quality of our Museum Collection and special exhibition programme.
- renewing our revenue and cost-sharing collaboration with our landlord, St Mary's University (SMU).
- continuing to develop our reputation for curatorial excellence by reaching out to partners and stakeholders across the country and overseas to extend our programme of exhibitions, talks and other educational and enlightening experiences.

Achievements and Performance

When describing our activities and achievements, the Trustees are always mindful of the Charity Commission's guidance on Trustees' fiduciary responsibilities, the public benefit and the supplementary guidance on heritage and museums. Our major achievements, and an assessment of our performance as a Board in 2024, are detailed below.

Cultural Events Programme

Against a challenging backdrop, the team were able to sustain a full programme of events through 2024. We reassessed our opening hours and opened for the first time on Saturdays. Highlights of the cultural programme included:

- 'The Devil is in the Detail,' focusing on the work of Albrecht Dürer, and 'There Goes the Sun,' an exhibition of work by Christiane Baumgartner, continued from October 2023 until 10 April 2024. Supported by the Schroder family and the Cristea Roberts Gallery respectively, these complementary exhibitions achieved widespread acclaim and attracted over 6,000 visitors in total.
- Van Huysum Exhibition (18 May - 8 September 2024): Strawberry Hill House hosted two exquisite 18th century floral masterpieces by one of the most celebrated painters of still life, Dutch artist Jan Van Huysum (1682-1749).
- 'Caligula Found' (28 June - 8 September 2024): a long-lost antique believed to be the highlight of Horace Walpole's collection returned to Strawberry Hill House following a 182-year absence. After an extensive search by Artistic Director Dr Silvia Davoli the long-lost treasure *Bronze Head of Caligula* returned to Strawberry Hill's permanent collection. The exhibition offered visitors the chance to view this highly sought-after treasure but also to delve into the successes of Strawberry Hill's treasure hunting over the last decade.
- Strawberry Hill Flower Festival (13 – 15 September 2024) returning for its sixth year, this year's festival showed a 36% increase in revenue to £32.7k from £24k in 2023).

- Hélène Binet: Discovering Jewish Country Houses (19 September 2024 – 8 January 2025). Hélène Binet (b.1959) is one of the world's leading photographers. This exhibition showcased a new body of work, capturing an extraordinary group of houses, including Strawberry Hill, which were owned, built or renovated by Jews. This focus on an important period of Strawberry Hill's post-Walpole history was part of the AHRC-funded research project *The Jewish Country House*, in collaboration with Waddesdon Manor.

In addition, the House and Garden hosted its established programme of seasonal entertainment and engagement events aimed at different sectors of the local community, including summer music and theatre events, Gothic themed Halloween experiences and Christmas carols and wreath-making.

Towards the end of the year, with the support of the NLHF Resilience Grant, we were able to launch a series of pilot activities aimed at broadening our audience, with a focus on attracting more families, particularly local ones, to return to the House on a regular basis. These included:

- October half-term 2024: family activities using the Halloween theme with storytelling, decorations and craft activities. We also continued our established ticketed gothic evening tours.

- December 2024: Floral table decorations and Christmas trees in the House for the first time. For Christmas 2024, we decorated the House, including floral table decorations by our Flower Festival team as well as more traditional Christmas trees.

- Both these initiatives saw an increase in visitor numbers. October monthly income rose 32% year on year, (£14.8k vs £11.2k in 2023), driven by Halloween week, with 703 visitor spaces sold versus 401 in 2023, a 75% increase in visitors. Income rose 102% in December 2024 year on year, (£13.3k vs £6.6k in 2023). Visitor numbers in December 2024 were 1507 compared to 663 in 2023.

Positive responses to visitor surveys suggest the value of repeating these initiatives in future years.
We also tested paid social media for the first time. Our reach increased to 49.4K on Facebook in December 2024 versus 2,400 in 2023. Our reach on Instagram increased to 12.7K, up from 2.8K in the same period in 2023.

The initial results indicate that further investment in this area will pay dividends in terms of continued improvement in our numbers, if we can continue to balance the quality of the visitor experience with an increase in numbers. We are continuing to integrate this approach and the learning from it in our future events.

Visitor Numbers

We reassessed our opening hours and opened for the first time on Saturdays. Our standard hours during 2024 were Saturday to Wednesday, 11-4 pm. This has since been reviewed further in 2025 with opening times now Wednesday to Sunday, with an increase to seven days a week during school holidays.

We ended 2024 with a 28% uplift in General admissions over 2023, supported by Saturday openings, strong programming, and effective PR and marketing.

Further ticketing initiatives saw increased revenues from visitor numbers. An improved Gift Aid campaign on tours and events led to an extra £21k gift-aidable sales. We also encouraged the front-of-house team to ask for Gift Aid on general admissions. In total we had £66.4k gift-aidable sales, compared with £32.6k in 2023. This equates to an additional £8.5k from HMRC.

Events and Catering

We were pleased to reach agreement with our new café supplier, Roots and Berries, at the start of 2024, formalising a relationship which began on an interim basis in September 2023. A good café is a vital part of the visitor expectation, and we feel that the Roots and Berries team and management are supportive and sympathetic to the historic house and offer excellent service.

SMU Partnership

2024 saw considerable progress towards reaching agreement on a future partnership with our landlord, St Mary's University. Recognising 2024 as a challenging year financially not just for the heritage sector but also for UK universities, both boards considered options for merging, linking or collaborating, as advocated by the Charity Commission guidelines on working with other charities. It was agreed that collaboration would be the best model for both parties, enabling both to continue to fulfil their individual (and not necessarily complimentary) charitable purposes. In February 2025 both parties reached agreement on a Memorandum of Understanding (MOU) which covers further financial support, and a number of cultural strategic collaborations. As part of the MOU, St Mary's appointed a representative to the board of the Trust with an option to appoint a second representative in due course.

Risk Management

The Risk Register continues to be updated and reviewed at each board meeting. Given the financial, staffing and other challenges, the Board met on a quarterly basis with bi-monthly interim and non-compulsory Trustee Review and Update (TRU) meetings to focus on specific challenges. The TRU operated in effect as a quasi-board meeting and it was therefore decided by the new Chair to formalise arrangements into six annual full Board meetings from the end of 2024 onwards. Further interim board meetings are held if deemed necessary.

Reserves Policy: The reserves policy agreed by the Trustees is to hold unrestricted and undesignated reserves of at least three months' expenditure in order to enable financial stability and to act as a safeguard against volatile and unpredictable income streams and unforeseen expenditure and/ or liabilities.

Financial Review

Consolidated Results 2024

We are reporting a consolidated loss of £70,614 for the year which, whilst a significant improvement on the FY2023 result, fell short of our budget plan, which was to break even. The disruption caused by a change in Director mid-year and the failure to raise sufficient grant funding for core costs led to reserves being depleted further. In addition, we also faced some unplanned costs for repairs and recruitment. We were, however, successful in securing a £204,000 Resilience Grant from the National Lottery Heritage Fund in September 2024 which will largely be deployed in 2025.

The principal sources of income for the Trust remain general admissions, café, shop, film and event hire, as well as income from donations, grants and legacies. Charitable activities showed an encouraging increase of 18.6% due mainly to a 28% increase in General Admissions. Donations and Grants performed strongly, up 215% and 27.3% respectively. Particular thanks go to The John R Murray Charitable Trust, the National Lottery Heritage Fund and The Bruno Schroder Charity

Trust for their ongoing support. However, this improvement was not enough to offset an overall 6% increase in expenditure driven mainly by a 41.8% increase in Repairs & Maintenance and a 17.6% rise in staffing costs.

We continued to benefit from an annual subvention of £80,000 from St Mary's University (SMU), which represents a straight-line amortisation of an original capital investment by SMU in 2007, in agreement with the NLHF. This agreement will come to an end in June 2025, and the Board has worked throughout 2024 to ensure the continuation of our good relationship with our landlords. A Memorandum of Understanding (MOU) with SMU was signed in February 2025 covering a number of workstreams for the closer working and mutual benefit of both organisations. The Trust has also reached provisional agreement with SMU for their continued financial support for a further five-year period following the end of the subvention in September 2025.

Other Notable Financial Issues

In 2023, the Trust was awarded £125,000 grant from Arts Council England's MEND fund, specifically to repair three roof pinnacles and to upgrade the heating and security systems. The first tranche of these funds was received in 2024. However, cost overruns and delays to completing this project created an extra burden on the Trust's cashflows whilst remediation actions were taken.

As noted earlier, in September 2024, the Trust was also awarded a grant of £204,000 by the National Lottery Heritage Fund to support resilience through a number of projects and the hiring of four staff.

In September 2024, the Trust was also awarded a grant of £50,000 by the Foyle Foundation to fund repairs to the northern elevation of the House. These works were commenced and completed during 2025.

Investment policy and performance

During the year, the Trust withdrew £60,000 from the expendable Endowment fund in order to meet its cashflow requirements. Additional liquidity headroom is required where i) Restricted Grants are recognised as profit once cash is received but are only released to cashflow over a longer period against the cost incurred and ii) where larger expensed repairs are funded through cashflow without matching grant funding. We recognised a deficiency in our financial modelling in this respect, and steps will be taken during 2025 to improve our modelling of the cashflow impact of larger grants to minimise further demands on the Endowment fund. The balance of the Endowment fund held at year end was £117,740.

The Trust made a gain on its investment assets of £4,276.

Plans for Future Periods

Strategic priorities for 2025

Some of the following objectives have been reviewed and changed following the Strategic Plan adopted by the board in October 2025. Commentary is however retained to show the objectives in place at the start of 2025.

Our key strategic priorities for 2025 are to continue to keep fundraising front and centre while developing our events programme in light of what we have learned from pilot activities in 2024. This will be done in the context of an increased awareness of the importance of managing risk in the current financial and trading climate.

Visitor numbers: We aim to continue the encouraging growth in visitor numbers and revenue into the start of 2025, with the House being open throughout January for the first time, supported by stories in the press and on social media

detailing our upcoming programme. We will make further use of ticket pricing to drive more online ticket sales, which should also have the advantage of driving transaction value, gift aid and data capture for re-marketing.

Market growth and diversification: We will continue our focus on the family sector, developing a range of learning and play opportunities aimed at younger children. These are designed to drive custom to the Cafe and to encourage repeat visits to the garden by mothers with young children after the school run and during the holidays.

Funding applications will continue to be made where suitable opportunities have been identified that match our priority need for core funding.

The Collection development strategy: in partnership with the Strawberry Hill Collection Trust, selectively to acquire objects that enhance the strategic objectives of the Charity either by way of gift, loan or paid acquisition.

Building on our evolving relationship with St Mary's University at the operational level, working on joint commercial and educational projects with mutual benefits.

Building maintenance 10 year plan: this has been commissioned and funded through the NLHF grant and was received in November 2025.

Financial Outlook

The financial outlook remains challenging. During 2025 further grants will be sought to support core costs and key contracts renegotiated to reduce overheads. We are now forecasting a return to a small surplus for the 2025 financial year due to a combination of improved trading, increased fundraising for core costs and tighter control of expenditure.

Going Concern

The trustees have considered the group's financial position, liquidity and future performance, together with financial projections for the group over the foreseeable future. As in previous years, the group's ability to continue as a going concern is partially dependent on its success in raising funds through grants and donations, both of which cannot be guaranteed. The Trustees remain in regular communication with sponsoring parties to ensure continued financial support for the group's operations. Therefore, the Trustees have concluded that there are no material uncertainties regarding the group's ability to continue as a going concern in the foreseeable future, and believe it remains appropriate to prepare the financial statements on a going concern basis.

Structure, Governance and Management

The SHT Board of Trustees is responsible for the overall direction and leadership of the Trust. The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. As set out in the Articles of Association, the Trustees select the Chair of the Trust. An overall Executive Director is also appointed by the Board and is responsible for the operational management of the Trust and, with the Board, for the long-term strategic direction of the organisation. The Executive Director, who is also a Trustee, is the head of the paid staff and is also responsible for the volunteers who assist the Trust.

All Trustees give their time voluntarily and receive no benefit from the Trust. Any expenses claimed from the Trust are set out in the accounts. There were none in 2024. The Executive Director receives no remuneration for their role as Trustee but is a paid employee of the Trust. The Charity Commission has approved this arrangement. The Trust has a Conflicts of Interest Policy and maintains a Register of Interests which Trustees are required to keep up to date on an annual basis.

Method of Recruiting and Appointing New Trustees

In line with best practice in the charity sector the Board operates a three-year rotation policy for Trustees. One Trustee, Paul Finucane, completed his first three-year term and was unanimously re-elected at the Board's AGM in June 2024.

The Trust's policy has been to appoint Trustees who have expertise in particular aspects of the Trust's work, have a connection with previous owners of the House, or have general management experience at a senior level which is of value to the Trust in setting and overseeing its strategic direction. A full two stage interview process is undertaken by Trustees and Nomination Committee members who assess candidates against transparent selection criteria and following thorough referencing. The Board's policy regarding recruitment of Trustees keeps very much in mind the requirements of the Governance Code for Small Charities regarding equality, diversity and inclusion.

Induction and Training of Trustees

Upon appointment Trustees are provided with information on the constitution of the Trust and their role and responsibilities as charity Trustees, including the signature of a Trustee Code of Conduct. An Induction plan is drawn up for each new Trustee, and they are encouraged to engage with members of the team, particularly in their area of expertise, at the earliest opportunity. Trustees are made aware of the extensive and valuable guidance materials available on the Charity Commission's website and have new developments drawn to their attention.

Organisation Structure and the Management of the Trust

The Board of Trustees is responsible for the overall direction and leadership of the Trust. The Board may consist of up to 15 members. There were eight Trustees at 31st December 2024. The powers of the Board are delegated via a Delegation of Authority policy to operational management and sub-committees of the board. In 2024 there were three sub-committees: Finance, Nominations and Fundraising.

The Director provides detailed reports to the Board at each meeting on operational aspects, including monthly management accounts and key performance indicators of the House. The sub- committees also report at each meeting, thus ensuring that the Trust remains focused on its stated charitable aims, and continues to monitor financial sustainability issues on a regular basis.

As noted earlier, the Board held four full Board meetings plus an AGM during 2024. In addition, the Board held four Trustee Review and Update (TRU) meetings involving all Trustees on a voluntary basis to review activity against our strategic goals more closely and to provide the Director with advice and guidance on operational issues and decisions between Board meetings.

Responding to cashflow issues at different times of the year, the Board also held three EGMs in February/March 2024 to discuss and decide on some key issues relating to our future – including detailed discussion of conditions of insolvency, the need to monitor closely the management of the complex 3-month handover period between Executive Directors, and the need to draw down reserves to cover cash-flow shortages.

The Trust is required to keep its staffing structure under constant review in order to ensure it is able to meet its short-term business objectives and the longer-term challenges of the future. The Trustees are required to ensure appropriate arrangements are in place to meet the Trust's obligations as an employer and for the Health and Safety of visitors, staff, volunteers and contractors. The Trust has a Safeguarding Policy and carries out checks on staff and volunteers who have substantial access to children and vulnerable people. The Trust also reviews its arrangements for the assessment and storage of data relating to staff, suppliers and customers, on a regular basis, to ensure compliance with current GDPR requirements.

Relationships between the Trust and other Charities and Organisations

The Trust works closely with the independent charity The Strawberry Hill Collection Trust (SHCT), (Company number: 06851597, originally incorporated in March 2009), a body established to hold nominal title in objects in the owned Collection of Strawberry Hill House. The relationship between SHCT and the Strawberry Hill Trust is formalised by a Management Agreement.

The SHCT Trustees, each of whom is an eminent expert in the heritage sector, act as independent advisers to SHT in the acquisition and disposal of cultural objects for Strawberry Hill House and Garden as operated by the Strawberry Hill Trust.

In order to meet its legal obligations, the Strawberry Hill Trust set up a trading company, Strawberry Hill House Trading Services (SHHTS), in 2011. This company carries out trading activities that are outside the charitable purpose of the Strawberry Hill Trust but which contribute to the enjoyment and financial sustainability of the House. It is a wholly-owned trading subsidiary of the Strawberry Hill Trust. There is an agreement between the Trust and the SHHTS that the latter will donate all its profits to the Trust. The staff who work on SHHTS activities are employed by the Strawberry Hill Trust but the trading company is responsible for meeting their salaries.

Auditors

Since its creation the Trust has had a full external audit of its affairs carried out to ensure that there is full transparency and public accountability.

The auditors Shaw Gibbs (Audit) Limited are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Trustees' responsibilities in relation to the financial statements

Company law requires the charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Trust will continue in business.

The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the Trust and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information (as defined by S418 of the Companies Act 2006) and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Small company provisions

The Trustees have taken advantage of the small companies' exemptions provided by section 414B and 415A of the Companies Act 2006 from the requirement to prepare a strategic report and in preparing the Trustees' report on the grounds that the Trust is entitled to prepare its accounts for the year in accordance with the small companies' regime.

Approved by the Trustees on 18th December 2025 and signed on their behalf by:

Anthony Nash
Chair of Trustees

THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE STRAWBERRY HILL TRUST

Opinion

We have audited the financial statements of The Strawberry Hill Trust (the "Charity") and its subsidiary ("the group") for the year ended 31 December 2024 which comprise the consolidated Statement of Financial Activities (including income and expenditure account), the Consolidated and Company Balance Sheets, the Statement of Cash Flows and the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 31 December 2024 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of Trustees' remuneration specified by law are not made;
- we have not obtained all the information and explanations necessary for the purposes of our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of the Trustees
As explained more fully in the Statement of Trustees' Responsibilities (set out on page 12), the Trustees, who are Directors for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we identified laws and regulations which were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We considered the nature of the charitable company's sector and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also identified the laws and regulations applicable to the charitable company through discussions with the Trustees and other management, and from our cumulative audit, knowledge and experience of the charitable company.

We obtained an understanding of the legal and regulatory framework that the Charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Companies Act 2006, the Charities Act 2011, the Charities SORP, and UK financial reporting standards as issued by the Financial Reporting Council; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable company's ability to operate or to avoid a material penalty. These included the Charitable company's regulatory requirements and employment legislations.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statements to disclosures and underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charities Commission, HMRC and other government bodies and analysing professional services and legal costs to ascertain if there have been instances of non-compliance with laws and regulations.
- reading minutes of Trustee meetings, reviewing internal audit reports and reviewing correspondence with the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the members as a body, for our audit work, for this report, or for the opinions we have formed.

Leanne Humphreys (Senior Statutory Auditor)
Shaw Gibbs (Audit) Limited
Salatin House
19 Cedar Road
Sutton
Surrey SM2 5DA

Date: 18 December 2025

THE STRAWBERRY HILL TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2024 £	2023 £
Income and endowments from:						
Donations and legacies	6	159,395	183,531	-	342,926	236,278
Charitable activities	7	330,077	-	-	330,077	278,243
Other trading activities	8	110,534	-	-	110,534	124,609
Investments		1,380	-	960	2,340	168
Total income		601,386	183,531	960	785,877	639,298
Expenditure on:						
Raising funds	9	13,500	-	-	13,500	27,968
Charitable activities	10	624,744	152,479	-	777,223	700,282
Other trading activities	8	70,044	-	-	70,044	84,194
Total expenditure		708,288	152,479	-	860,767	812,444
Net expenditure		(106,902)	31,052	960	(74,890)	(173,146)
Transfers between funds	25	104,338	4,357	(108,695)	-	-
Net incoming resources before other recognised gains and losses		(2,564)	35,409	(107,735)	(74,890)	(173,146)
Other recognised gains:						
Gain on investment assets	19	-	-	4,276	4,276	4,137
Net movement in funds		(2,564)	35,409	(103,459)	(70,614)	(169,009)
Reconciliation of funds:						
Total funds brought forward		72,882	25,000	221,199	319,081	488,090
Total funds carried forward		70,318	60,409	117,740	248,467	319,081

All of the results derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 21 to 35 form part of these financial statements.

THE STRAWBERRY HILL TRUST

CONSOLIDATED AND COMPANY BALANCE SHEETS AS AT 31 DECEMBER 2024

	Notes	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Fixed assets					
Tangible assets	15	48,848	53,320	44,278	47,882
Fixed asset investment	16	-	-	100	100
		48,848	53,320	44,378	47,982
Current assets					
Stock	17	24,356	22,911	-	-
Debtors	18	78,764	75,193	117,322	108,359
Current asset investments	19	-	221,199	-	221,199
Cash at bank and in hand		210,149	43,416	201,265	36,371
		313,269	362,719	318,587	365,929
Creditors: amounts falling due within one year	20	(113,650)	(96,958)	(114,498)	(94,830)
Net current assets		199,619	265,761	204,089	271,099
Total assets less current liabilities		248,467	319,081	248,467	319,081
Funds					
Unrestricted funds	22	70,318	72,882	70,318	72,882
Restricted funds	23	60,409	25,000	60,409	25,000
Endowment funds	24	117,740	221,199	117,740	221,199
Total funds carried forward		248,467	319,081	248,467	319,081

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved and authorised for issued by the Trustees on 18th December 2025 and signed on their behalf by:

Anthony Nash – Anthony Nash, Chairman

The notes on pages 21 to 35 form part of these financial statements.

THE STRAWBERRY HILL TRUST

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Group 2024	Group 2023	Charity 2024	Charity 2023
Net cash used in operating activities	29	(51,293)	(99,226)	(53,132)	(72,873)
Cash flows from investment activities:					
Interest income		2,340	168	2,340	168
Proceeds from the sale of investments		225,475	60,000	225,475	60,000
Purchase of tangible fixed assets		(9,789)	(8,416)	(9,789)	(5,580)
Cash received from investing activities		218,026	51,752	218,026	54,588
Increase/(Decrease) in cash and cash equivalents		166,733	(47,474)	164,894	(18,285)
Cash and cash equivalents at beginning of year		43,416	90,890	36,371	54,656
Cash and cash equivalents at the end of the year:					
- Cash at bank		208,667	42,037	199,783	34,992
- Cash in hand		1,482	1,379	1,482	1,379
Total cash and cash equivalents at end of year		210,149	43,416	201,265	36,371

1 Accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. The accounting policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The charity is a public benefit entity. These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (the SORP) including Update Bulletin 1 and in accordance with the Companies Act 2006 and Charities Act 2011, from which there were no material departures.

Basis of accounting

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

The functional currency of the group is considered to be pounds sterling (£) because that is the currency of the primary economic environment in which the group operates. The financial statements are presented in pounds sterling (£).

Judgements and key sources of estimation uncertainty

In the opinion of the Trustees there are no judgements or key sources of estimation uncertainty which could materially affect the financial statements.

Income and endowments

The principal policies on income and endowments are as follows:

- *Donations and legacies* – Donations and legacies are credited in the year in which they are receivable.
- *Grant income* - Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where grant income is rewarded specifically to cover expenditure of a future accounting period, then the grant income is deferred to that future period on the balance sheet as deferred income.
- *Interest receivable* - Interest is credited in the year in which it is received.

Expenditure

Costs relating to restoration of the building are recognised when incurred.

Expenditure on raising funds is costs incurred in attracting voluntary income.

Other costs include:

- *Governance costs* - those incurred in the governance of the charity's assets, primarily associated with constitutional and statutory requirements.

- *Support costs* – those incurred on central functions, allocated to activity cost categories on a basis consistent with the use of resources.

Fund structure

The funds held by the charity

are either:

- *Unrestricted funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- *Endowment funds* – these are funds raised to be held long term with the purpose of providing investment income. The income from investing such funds is unrestricted.

Tangible fixed assets and depreciation

Tangible fixed assets are stated in the balance sheet at cost or, if gifted, at market value at the date of the gift, less subsequent accumulated depreciation and impairment losses.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Website development	25% on cost
Fixtures and equipment	10% on cost and 25% on cost

Stock

Stock is stated at the lower of cost and estimated net realisable value (selling price less costs to sell). Cost is determined using the first-in, first-out (FIFO) method.

Stocks are assessed for impairment and, if stocks are impaired, the carrying amount is reduced to its net realisable value and any impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash comprises cash on hand and held at bank.

Debtors

Trade and other debtors that are receivable within one year and do not constitute a financing transaction are recorded at the undiscounted amount expected to be received, net of impairment. Those that are receivable after more than one year or that constitute a financing transaction are recorded initially at fair value less transaction costs and subsequently at amortised cost, net of impairment.

Creditors

Creditors are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount after allowing for any trade discounts due.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss as they fall due over the period of the lease.

Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments

Fixed asset investments are accounted at historical cost.

Current asset investments are accounted at fair value. Any change in the fair value during the year is treated as profit or loss and is accounted for in the statement of financial activities as an increase or decrease in the respective fund.

2 Going concern

The trustees have considered the group's financial position, liquidity and future performance, together with financial projections for the group over the foreseeable future. As in previous years, the group's ability to continue as a going concern is partially dependent on its success in raising funds through grants and donations, both of which cannot be guaranteed. The Trustees remain in regular communication with sponsoring parties to ensure continued financial support for the group's operations. Therefore, the Trustees have concluded that there are no material uncertainties regarding the group's ability to continue as a going concern in the foreseeable future, and believe it remains appropriate to prepare the financial statements on a going concern basis.

3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

4 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

5 Financial performance of the charity

The consolidated Statement of Financial Activities includes the results of the charity's wholly owned subsidiary, Strawberry Hill House Trading Services Limited, which operates the gift shop and organizes events and hirings. The summary financial performance of the charity alone is:

	2024 £	2023 £
Total income and endowments	614,957	514,689
Expenditure on:		
Raising funds	13,500	27,968
Charitable activities	777,223	700,282
Total expenditure	790,723	728,250
Net expenditure	(175,766)	(213,561)
Donations from Strawberry Hill House Trading Services Limited	40,490	40,415
Unrealised gain on investment assets	5,236	4,137
Total funds brought forward	319,081	488,090
Total funds carried forward	189,041	319,081
Represented by:		
Unrestricted funds	70,318	72,882
Restricted funds	983	25,000
Endowment funds	117,740	221,199
	189,041	319,081

6 Income and endowments from donations and legacies

	Unrestricted Funds	Restricted Funds	Endowment Funds	2024	2023
	£	£	£	£	£
Donations					
General donations	1,588	-	-	1,588	8,288
Till sales	3,207	-	-	3,207	-
Websales	14,461	-	-	14,461	-
Lynn Fitzwater	-	10,707	-	10,707	4,339
Stephen Clark	500	-	-	500	500
Alyce Williams	9,988	-	-	9,988	-
Carole Patey	4,000	-	-	4,000	-
Community Garden	-	-	-	-	440
Pope's Grotto Preservation Trust	684	-	-	684	495
Colnaghi	-	-	-	-	4,263
John & Anne Hornby	500	-	-	500	500
Gift Aid	17,067	-	-	17,067	8,404
Acquisitions for Strawberry	-	500	-	500	-
Bookcases	-	1,000	-	1000	-
DAS	-	5,000	-	5000	-
Helene Binet	-	600	-	600	-
Exhibition Panini Installation	-	1,279	-	1,279	-
Exhibition Van Huysum	-	5,000	-	5,000	-
Koopman Cups	-	9,800	-	9,800	-
	51,995	33,886	-	85,881	27,229
Legacies					
Eileen Cynthia Fairhurst	600	-	-	600	8,451
Georgina Simonelli	1,000	-	-	1,000	-
	1,600	-	-	1,600	8,451
Grants					
Schroders	20,000	-	-	20,000	82,517
Enliven Project	-	-	-	-	7,817
Circles of Art	-	-	-	-	2,000
HLF-HOLT	-	-	-	-	10,000
Bruno Schroder Trust	37,300	-	-	37,300	-
National Heritage Memorial Fund	26,500	76,300	-	102,800	-
MEND	-	62,345	-	62,345	-
The John R Murray Charitable Trust	20,000	11,000	-	31,000	93,764
Savills UK Ltd	2,000	-	-	2,000	4,500
	105,800	149,645	-	255,445	200,598
	159,395	183,531	-	342,926	236,278

Income and endowments from donations, grants and legacies in 2023 was made up of £217,924 to unrestricted and £18,354 to restricted funds.

7 Income and endowments from charitable activities

	Unrestricted Funds	Restricted Funds	Endowment Funds	2024	2023
	£	£	£	£	£
Door admissions	176,979	-	-	176,979	137,950
Specialist tours	15,012	-	-	15,012	14,179
Events	365	-	-	365	-
Education	29,708	-	-	29,708	29,172
Tea Room	13,187	-	-	13,187	2,540
St. Mary's lease income	80,000	-	-	80,000	80,000
"Friends" subscription	5,342	-	-	5,342	3,421
Patrons membership	7,417	-	-	7,417	7,500
Garden sales	28	-	-	28	112
Miscellaneous income	2,039	-	-	2,039	3.369
	330,077	-	-	330,077	278,243

Income and endowments from charitable activities in 2023 was made up of £278,243 to unrestricted and £Nil to restricted funds.

8 Income and endowments from other trading activities

Strawberry Hill House Trading Services Limited, incorporated in the United Kingdom, is a wholly owned subsidiary of The Strawberry Hill Trust.

Strawberry Hill House Trading Services Limited is responsible for the operation of the shop and hirings, both private and corporate. It pays all its profits to the charity by gift aid. A summary of the trading results is shown below:

	2024	2023
	£	£
Turnover	110,534	124,609
Cost of sales	(42,376)	(33,803)
Gross profit	68,158	90,806
Administrative expenses	(27,668)	(50,391)
Donations to Strawberry Hill Trust	(40,490)	(40,415)
Retained profit for the year	-	-
The assets and liabilities of the subsidiary were:		
Fixed assets	4,574	5,442
Current assets	62,200	36,514
Current liabilities	(66,673)	(41,856)
	100	100
Aggregate share capital and reserves	100	100

The income and expenditure of Strawberry Hill House Trading Services Limited is entirely attributable to unrestricted funds.

9 Expenditure on raising funds

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2024 £	2023 £
Salaries and wages costs (note 12)	12,000	-	-	12,000	12,000
Fundraising	1,500	-	-	1,500	15,968
	13,500	-	-	13,500	27,968

Expenditure on raising funds in 2023 was made up of £27,968 from unrestricted funds and £Nil from restricted funds.

10 Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2024 £	2023 £
Restoration and renovation costs	45,188	11,020	-	56,208	69,712
Curatorial	19,065	14,509	-	33,574	33,951
Salaries and wages costs (note 12)	257,861	27,601	-	285,462	243,381
Staff training	1,085	579	-	1,664	1,798
Advertising & marketing	10,034	673	-	10,707	21,152
Recruitment costs	14,125	220	-	14,345	1,785
Tour guides	323	-	-	323	549
Exhibition Expenses	(531)	2,325	-	1,794	-
Gardening costs	4,337	-	-	4,337	5,382
Other maintenance and repairs	70,049	91,152	-	161,201	113,619
Light and heat	32,282	-	-	32,282	29,575
Insurance	73,613	-	-	73,613	75,405
Rates	5,852	-	-	5,852	3,068
Computer and web expenses	10,866	-	-	10,866	9,769
Other administrative costs	36,457	4,400	-	40,857	53,547
Audit fee	7,177	-	-	7,177	5,520
Accountancy services	4,572	-	-	4,572	1,061
Legal and professional fees	5,952	-	-	5,952	2,941
Bank charges	12,897	-	-	12,897	10,553
Sundry	147	-	-	147	74
Depreciation	13,393	-	-	13,393	17,440
	624,744	152,479	-	777,223	700,282

Expenditure on charitable activities in 2023 was made up of £681,900 from unrestricted funds, £18,382 from restricted funds and £NIL from endowment funds.

11 Net income/(expenditure) for the year

	2024	2023
	£	£
This is stated after charging:		
Operating lease charges	6,544	6,129
Auditors remuneration:		
- Audit fees	7,500	5,520
- Other financial services provided by the auditor	6,922	1,061
Depreciation	13,393	18,351

12 Staff costs, trustee remuneration and expenses and key management personnel

	2024	2023
	£	£
Salaries and wages	320,067	271,774
Social security costs	21,242	18,919
Pension costs	5,631	4,316
	346,940	295,009

	2024	2023
	£	£
Expenditure on raising funds	12,000	12,000
Expenditure on charitable activities	285,462	243,381
Other administrative costs	28,267	10,597
Administrative expenses in trading activities	21,211	29,031
	346,940	295,009

Included in the above analysis are salaries and wages of £20,203 (2023: £25,777), social security costs of £807 (2023: £2,620) and pension of £201 (2023: £634) included within 'Other Trading Expenses', being employment costs borne by the subsidiary trading company (see note 8).

No employees had employee benefits in excess of £50,000 in the current or prior year. Pension costs are allocated to activities in proportion to the related staffing costs incurred and £5,084 (2023: £3,657) was charged to unrestricted funds and £547 to restricted funds (2023: £Nil).

No trustees or persons connected with them received any emoluments in their role as Trustees from the Trust or its subsidiary. The trustees have received no reimbursement of individual expenses incurred for professional or other services provided to the charity during the period (2023: £Nil).

The charity employs a Director of Operations (the 'Director') with overall responsibility for the day to day operational management of the Trust. The 'Director' is also a Director and Trustee for the purposes of company and charity law. The Charities Commission has approved this arrangement. The 'Director' along with the other Trustees comprise the key management personnel. The following amounts were paid to the incumbent 'Director' under this arrangement:

	2024	2023
	£	£
Directors' remuneration	61,977	62,000

13 Staff numbers

The average number of persons employed by the group (including directors) during the year was 10 (2023: 11).

14 Comparatives for the consolidated statement of financial activities

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2023 £
Income and endowments from:					
Donations and legacies	6	218,175	18,103	-	236,278
Charitable activities	7	278,243	-	-	278,243
Other trading activities	8	124,609	-	-	124,609
Investments		168	-		168
Total income		621,195	18,103	-	639,298
Expenditure on:					
Raising funds	9	27,968	-	-	27,968
Charitable activities	10	681,900	18,382	-	700,282
Other trading activities	8	84,194	-	-	84,194
Total expenditure		708,288	18,382	-	812,444
Net expenditure		(172,867)	(279)	-	(173,146)
Transfers between funds	25	74,071	(14,071)	(60,000)	-
Net incoming resources before other recognised gains and losses		(98,796)	(14,350)	(60,000)	(173,146)
Other recognised gains:					
Gain on investment assets	19	-	-	4,137	4,173
Net movement in funds		(98,796)	(14,350)	(55,863)	(169,009)
Reconciliation of funds:					
Total funds brought forward		171,678	39,350	277,062	488,090
Total funds carried forward		72,882	25,000	221,199	319,081

15 Tangible fixed assets

Group	Website Development £	Fixtures and Equipment £	Total £
Cost:			
At 1st January 2024	19,687	250,242	269,929
Additions	-	9,789	9,789
At 31st December 2024	19,687	260,031	279,718
Depreciation:			
At 1st January 2024	19,687	196,922	216,609
Provision for the year	-	14,261	14,261
At 31st December 2024	19,687	211,183	230,870
Net book value:			
At 31st December 2024	-	48,848	48,848
At 31st December 2023	-	53,320	53,320
Charity			
Cost:			
At 1st January 2024	19,687	232,307	251,994
Additions	-	9,789	9,789
At 31st December 2024	19,687	242,096	261,783
Depreciation:			
At 1st January 2024	19,687	184,425	204,112
Provision for the year	-	13,393	13,393
At 31st December 2024	19,687	197,818	217,505
Net book value:			
At 31st December 2024	-	44,278	44,278
At 31st December 2023	-	47,882	47,882

16 Fixed asset investments

The charity holds the entire shareholding, 100 shares of £1 each, of Strawberry Hill House Trading Services Limited which is incorporated in the United Kingdom. The activities and results are summarised in note 8.

17 Stock

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Stock held by subsidiary company at cost	24,356	22,911	-	-

18 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	6,851	5,736	6,851	5,736
Accrued income	13,237	16,076	13,161	16,000
VAT recoverable	352	368	43,725	34,439
Prepayments	55,181	52,184	51,632	52,184
Other debtors	3,143	829	1,953	-
	78,764	75,193	117,322	108,359

19 Current asset investments

	Group	Charity
	2024	2024
	£	£
Listed investments:		
Carrying value (market value) at 1st January 2024	221,199	221,199
Additions	960	960
Gain on revaluation to market value	4,276	4,276
Sale of investments	(226,435)	(226,435)
Carrying value (market value) at 31st December 2024	-	-

20 Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Due to subsidiary	-	-	24,145	5,653
Trade creditors	76,692	53,523	76,692	53,523
Tax and social security	5	640	5	640
Deferred income (note 21)	21,946	16,992	2,646	13,492
Accrued expenditure	13,573	24,489	11,000	20,672
Other creditors	1,434	1,314	10	850
	113,650	96,958	114,498	94,830

21 Deferred income

Deferred income comprises:

- grants and donations received for salaries to be utilised over a set period and recognised as the salary cost is incurred
- unrestricted income collected for a specific or designated purpose and recognised when the purpose is fulfilled.

	Group	Charity
	£	£
Balance as at 1 January 2024	16,992	13,492
Movement in deferred income	4,954	(10,846)
Balance as at 31 December 2024	21,946	2,646

22 Unrestricted funds

	Balance at 1st Jan '24	Incoming Resources	Outgoing Resources	Transfers	Balance at Year 2024 31st Dec '24
	£	£	£	£	£
General funds	72,882	490,852	(638,244)	144,828	70,318
Reserves of subsidiary	-	110,534	(70,044)	(40,490)	-
Total	72,882	601,386	(708,288)	104,338	70,318

2023 (comparative)

	Balance at 1st Jan '23	Incoming Resources	Outgoing Resources	Transfers	Balance at 31st Dec '23
£		£	£	£	£
General funds	171,678	496,586	(709,868)	114,486	72,882
Reserves of subsidiary	-	124,609	(84,194)	(40,415)	-
Total	171,678	621,195	(794,062)	74,071	72,882

22 Unrestricted funds (continued)

Name of fund	Description, nature and purposes of the fund
Designated funds	Unrestricted funds earmarked for specified use
General funds	The 'free reserves' after allowing for designated funds
Reserves of subsidiary	Reserves of the trading subsidiary included on consolidation

23 Restricted funds

	Balance at 1st Jan '24	Incoming Resources	Outgoing Resources	Transfers	Balance at 2024 31st Dec '24
	£	£	£	£	£
John Murray - Database	25,000	11,000	(11,000)	(25,000)	-
Acquisitions	-	500	-	-	500
Bookcases	-	1,000	(517)	-	483
Curatorial	-	10,707	(10,707)	-	-
DAS	-	5,000	(4,869)	(131)	-
Exhibition - Helene Binet	-	600	(600)	-	-
Exhibition - Panini Installation	-	1,279	(1,066)	(213)	-
Exhibition - Van Huysum	-	5,000	(5,000)	-	-
Koopman Cups	-	9,800	(9,800)	-	-
MEND	-	62,345	(94,340)	31,995	-
NLHF 2024	-	76,300	(14,580)	(2,294)	59,426
Total	25,000	183,531	(152,479)	4,357	60,409

2023 (comparative)	Balance at Resources	Incoming Resources	Outgoing Transfers	31st Dec '23	Balance at 1st Jan '23
	£	£	£	£	£
Conservation	12,372	-	(4,618)	(7,754)	-
Curatorial	-	4,339	-	(4,339)	-
John Murray - Database	25,000	13,764	(13,764)	-	25,000
University Funded Projects	1,978	-	-	(1,978)	-
Total	39,350	18,103	(18,382)	(14,071)	25,000

Name of fund	Description, nature and purposes of the fund
Conservation	Conservation intern
Curatorial	Curatorial salary
John Murray - Database	Donation for database to catalogue the collection
University Funded Projects	Funds raised for workshops to support vulnerable students

24 Endowment funds

2024

	Balance at 1st Jan '24 £	Incoming resources £	Outgoing resources £	Transfers £	Gain on Investment £	Balance at 31st Dec '24 £
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	221,199	960	-	(108,695)	4,276	117,740
Total	221,199	960	-	(108,695)	4,276	117,740

2023

	Balance at 1st Jan '24 £	Incoming resources £	Outgoing resources £	Transfers £	Gain on Investment £	Balance at 31st Dec '24 £
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	277,062	-	-	(60,000)	4,137	221,199
Total	277,062	-	-	(60,000)	4,137	221,199

Name of fund	Description, nature and purposes of the fund
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	Contributions to the Endowment Fund are raised through donations to 'The Peacock Appeal' at Strawberry Hill House and augmented by transfers from unrestricted funds. This income is then matched by The Heritage Lottery Fund as grant income. This is an expendable endowment fund with an expectation from The Heritage Lottery Fund that the fund will be maintained for a minimum of 25 years.

25 Transfers between funds

There was a transfer of £4,357 from restricted to unrestricted funds during the year.

There was a transfer of £108,695 from endowment to unrestricted funds during the year.

26 Analysis of net assets between funds

2024	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	48,848	-	-	48,848
Current assets	132,474	63,055	117,740	313,269
Current liabilities	(111,004)	(2,646)	-	(113,650)
	70,318	60,409	117,740	248,467

2023 (comparative)	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	53,320	-	-	53,320
Current assets	103,028	38,492	221,199	362,719
Current liabilities	(83,466)	(13,492)	-	(96,958)
	72,882	25,000	221,199	319,081

27 Commitments under operating leases

The group had the following annual commitments under non-cancellable operating leases:

	2024 £	2023 £
Operating leases which expire:		
Within one year	3,281	5,986
In two to five years	12,151	8,583
	15,432	14,569

The trading subsidiary had no additional non-cancellable operating leases and the above analysis therefore also represents the annual commitments under non-cancellable operating leases for the group. During the year £6,544 (2023: £6,129) of operating lease payments was recognised as an expense.

28 Trustees and other related parties

Trustees
Details of Trustee emoluments and expenses are disclosed in note 12. The Trust received unconditional donations totalling £6,050 (2023: £1,767) from Trustees.

The Strawberry Hill Collection Trust
The Strawberry Hill Collection Trust ("SHCT") is a registered charity created to seek to identify, and return to Strawberry Hill House for display, objects that were formerly in it. On occasion, the Trust receives and pays out amounts on behalf of SHCT.

At the year end £Nil (2023: Nil) was owed to the Trust by SHCT.

28 Trustees and other related parties (continued)

Strawberry Hill House Trading Services Limited

Strawberry Hill House Trading Services Limited ("SHHTS"), incorporated in the United Kingdom (company registration number: 07880487), is a wholly owned trading subsidiary of the Trust. Its activities and results are summarised in note 8. At the year end the Trust owed £24,145 to SHHTS (2023: £5,653).

29 Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Net movement in funds	(70,614)	(169,009)	(70,614)	(169,009)
Adjustment for:				
Depreciation	14,261	18,351	13,393	17,440
(Gain) on investment	(4,276)	(4,137)	(4,276)	(4,137)
Deduct income from investments	(2,340)	(168)	(2,340)	(168)
(Increase) in stock	(1,445)	(2,708)	-	-
Decrease/(increase) in debtors	(3,571)	98,429	(8,963)	122,395
Increase/(decrease) in creditors	16,692	(39,984)	19,668	(39,394)
	(51,293)	(99,226)	(53,132)	(72,873)

30 Other financial services provided by the auditors

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the payroll and financial statements as well as ad hoc advice on a consultancy basis. A breakdown of these fees is provided in note 11.

THE STRAWBERRY HILL TRUST

England & Wales - Charity number 1095618

Accounts



Annual Report & Financial Statements 2023

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Reference and Administrative Details

The Strawberry Hill Trust is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.
Charity number: 1095618; Company number: 4516140.
It was originally incorporated in August 2002.

The trustees that acted during the year and subsequent to the year-end were as follows:

Trustees/Directors	Appointment/Resignation
Pim Baxter, OBE	Appointed January 2020
Lynn Beard (Charity Secretary)	Appointed October 2019
Xenia Carr-Griffiths OBE	Appointed October 2019
Paul Finucane	Appointed September 2020
Paul Kafka (Chair)	Appointed March 2019
Robert Waiting	Appointed June 2022
Martin Postle	Appointed June 2021 and resigned January 2024
Derek Purnell (Director)	Appointed June 2021 and resigned April 2024
Christopher Rough (Hon Treasurer)	Appointed April 2020
Henry Sherman	Appointed July 2018
Jerome Stern	Appointed March 2019 and resigned March 2024
Elizabeth Smith	Co-Opted November 2023

Auditors
Shaw Gibbs (Audit) Limited
Salatin House
19 Cedar Road
Sutton, Surrey SM2 5DA

Registered Office
Strawberry Hill House
268 Waldegrave Road
Twickenham TW1 4ST

Investment Management
Sarasin Investment Management
100, St Paul's Churchyard
London EC4M 8BU

Bankers
Barclays Bank
2 York Street, Twickenham TW1 4AG

Lloyds Bank
14, Heath Road, Twickenham TW1 3LE

Chair's Overview and Introduction

2023 was a year of two halves. We began with high hopes of turning the corner after the pandemic, with predictions of improvement in the climate for heritage visitor attractions. We were also hopeful that new sources of funding would complement a full calendar of events, learning and community activity. In fact, we did find committed and engaged supporters in the Schroder and John Murray Foundations, both of whom helped to fund our activities, including our security arrangements, lighting and developing a digital database. In addition, the Schroder Foundation made a loan of some truly astonishing items from their collection, which formed the basis of our *Treasures from Faraway exhibition*, attracting queues outside the House, and garnering some highly positive press coverage. We thank them, and indeed all our donors and supporters for making the House such an attractive place to visit.

While the Faraway Treasures and Dürer exhibitions enhanced our reputation further as an exciting museum to visit, and our footfall maintained steady growth, we continued to battle with the effect of the economic downturn as costs rose and our fundraising efforts fell short. We also suffered unforeseen damage to the building as a result of adverse weather conditions over the winter, and a change of contractor in the café which did not help us provide the best welcome to our visitors.

As a result, in the second half of the year we were forced to dip into reserves to augment our operating revenue. The year as a whole was an artistic and curatorial triumph and a financial disappointment.

2024 will be a year of change, following the departure of our current Director Derek Purnell in April 2024. We thank Derek for his many successes over the past three years, and wish him all the best for the future.

In Zoë Colbeck, who joins us in mid-2024, we have a new Executive Director with strong management credentials and an outstanding track record of fundraising and financial management. Working with our Artistic Director, Silvia Davoli, the Strawberry Hill Trustees expect Zoë to take a long hard look at our business model, identify the areas for improvement and build a more robust Events and Hire revenue model and fundraising capability to complement the high quality of our Collection and exhibition programme. We will renew our revenue and cost-sharing collaboration with our landlord, St Mary's University. We will continue to develop our reputation for curatorial excellence by reaching out to partners and stakeholders across the country and overseas to extend our programme of exhibitions, talks and other educational and enlightening experiences. Finally, we will revive our Strawberry Hill Members and Patrons schemes and contacts in Richmond to build an enduring groundswell of local support for our unique position in the community.

During 2023 we took the decision to extend our hours and open on a Saturday. This, combined with a tangible improvement in our café offering, has made a real impact on our visitor numbers. With a reinvigorated marketing and communications strategy, I expect our profile across Southwest London and beyond to improve markedly in 2024.

Strawberry Hill House & Garden would not be able to operate without the selfless commitment of its team of in-house staff for whom there are often not enough hours in the day. They in turn depend upon the boundless energy and passion of more than 170 volunteers, who arrive each day to work in the garden, welcome visitors, show them round the house and share their voluminous knowledge of Horace Walpole, his House and Collection.

I would also like to pay tribute to the unsung heroes, also volunteers, without whom Strawberry Hill House would not even exist. Over the past five years my fellow Trustees have put in untold hours to steer Strawberry Hill House's business through the most challenging of circumstances. I would like to thank each of them for their commitment to keeping the show on the road and for their support for me personally. I wish them and everyone involved in Strawberry Hill House & Garden much success in the future.

Paul Kafka
Chair of Trustees

Objectives and activities

"Strawberry Hill House and Garden is the home of Gothic – inspiring the imagination through timeless stories of art, literature, architecture and landscape for today and future generations."

"Our mission is to ensure that Strawberry Hill House and Garden are financially and environmentally sustainable and place the highest importance on inclusiveness and trust in all aspects of our work. We strive to share our passion for the House and its contents, welcoming the widest possible audience and bringing enthusiasm, creativity and innovation to everything we do. We want to work wherever possible with partners and collaborators who share our values."

The Strawberry Hill Trust was formed in 2002 to restore Strawberry Hill House and Garden at 268 Waldegrave Road, Twickenham TW1 4ST and open it to the wider public. The objectives and purpose of the Trust, updated in 2021 are: 'the advancement of the education of the public and the advancement of the arts, culture and heritage by:

- preserving for the public benefit Strawberry Hill House, its historical, architectural and artistic heritage, its collection of paintings, furniture and other objects and its garden (together "the House) and by providing public access to the House on appropriate terms; and
- maintaining the House for the public benefit as a diverse cultural hub reflecting the enduring values of its creator, Horace Walpole, and his successors as owners, as an educational resource open to everyone and as a focus and venue for community activities of all kinds.'

The restoration of the House and Garden was carried out with support from the Heritage Lottery Fund (HLF) (now the National Lottery Heritage Fund (NLHF)), the World Monuments Fund, English Heritage, the local community and several Trusts and Foundations. Approximately £10 million was raised and the house was reopened to the public in October 2010. In 2011 Strawberry Hill House won the Georgian Group Award for the best restoration of an 18th century Country House and the Europa Nostra Grand Prix Award for conservation in 2013. The full restoration, including the smaller rooms, was finally completed in Spring 2015.

The Trust seeks to balance the role of the House as a visitor attraction and accredited museum of national and international significance, with its importance to the local communities in and around the London Borough of Richmond upon Thames. Strawberry Hill House is a destination for visitors with a diverse range of national and international backgrounds, including locals, visitors from Greater London and further afield, students and enthusiasts with a passion for its unique historical, antiquarian, architectural and landscape attributes.

Strawberry Hill House and Garden aims to provide a programme of distinctive, educational and entertaining events throughout the year, catering to a wide range of audiences and age groups. In addition, we offer a programme of learning and outreach tailored to the curricula of schools and colleges. Strawberry Hill House also caters to the needs of local groups within the community, young and old, with learning difficulties and other disabilities.

Achievements and performance

When describing our activities and achievements, the Trustees are always mindful of the Charity Commission's guidance on Trustees' fiduciary responsibilities, the public benefit and the supplementary guidance on heritage and museums. Our major achievements, and an assessment of our performance as a Board in 2023, are detailed below.

The circumstances under which the Trust operates continued to bring challenges against a global background of uncertainty and instability. A combination of rising prices, underperformance in establishing an effective fundraising function and an unforeseen and expensive building issue all challenged the organization in 2023. Fundraising, in particular, proved extremely difficult as world events, national and local politics continued to impact funding decisions, whether they were through the Arts Council, and other national funding bodies, local authorities, trusts and foundations or individual benefactors. We are not alone in these challenges, which continue to impact much of the heritage and culture sector in UK, but we ended 2023 in a similar position to last year, reflecting a disappointing shortfall in several aspects of the business.

However, with around 18,000 visitors during the course of the year, Strawberry Hill continues to grow in popularity and has recovered well from the Covid period. Having developed the Learning offer, the opportunities presented through Hires/Events, a refreshed Marketing and Communications function, closer collaboration with St Mary's University, the strength of the curatorial activities and the focus on fundraising being increased following recent appointments, the true potential of Strawberry Hill Trust is now within reach.

Despite the challenges outlined earlier, there were a number of achievements to celebrate, at both strategic and operational level in the life of Strawberry Hill House and Garden during 2023:

- Embedding vision, values and mission, particularly for the in-house team as new members came on board in the early part of the year

- Building the relationship with St Mary's University (SMU) leading to the signing of a Memorandum of Understanding which now forms the basis of ongoing negotiations concerning the long-term future of Strawberry Hill and the Trust
- Establishing the Garden Advisory Group involving SMU as well as the Trust
- New opportunities for bringing the management of hires/events in-house as the transition from outsourcing bedded down
- Visitor research showing growing signs of repeat visits from customers as reputation and profile of rolling programme of exhibitions and displays increases

2023 programme of key events and activities

- January
    - House closed for deep clean and major rehang of Gallery, Round Drawing Room and Holbein Chamber with paintings on long loan from Dulwich Picture Gallery and a private collection, with new over-picture lighting supported through funding from the Schroder family

- February
    - Twilight and LGBTQi+ tours sold out
    - Nino Strachey appointed Chair of the Strawberry Hill Collection Trust

- March
    - The annual fundraising Quiz Night, run by a committed group of volunteers proved as popular as ever with every seat taken.
    - *Treasures from Faraway – Medieval and Renaissance Objects from The Schroder Collection* opened to the public 19th March.
- April
    - Participation in the Art Fund's *Earth Day* Event

- May
    - Through location agent Filmfixer, an episode *Mary and George* (Costume drama for Sky Atlantic) filmed at Strawberry Hill House. The contract with Filmfixer secures future occasions when filming takes place at the House during the year.
    - After some unexpected damage to the stonework of the front screen wall gateway, repairs began with support from the Heritage of London Trust.
- June
    - Summer Sounds music event – *The Swing Ninjas* – took place in the garden.
    - The Garden hosted the annual Strawberry Hill Residents picnic
    - In collaboration with Aurora Books (Richmond) a temporary exhibition *50 LGBTQI+ Who Changed the World,* took place in the Library at Strawberry Hill
- July
    - Staff Awayday took place at Orleans House
    - Community Choir concert
    - Collections database (TMS Gallery Systems) procured and with the leadership of curator Silvia Davoli the establishment of a digitized collections' database began

- August
    - Summer Sounds music event – *The Polka Dots* – took place in the garden.
    - Volunteers Summer Garden Party
    - Performance on the lawn at Strawberry Hill House by Handlebards travelling theatre group
- September
    - Launch of Peter Lindfield's book *Unbuilt Strawberry Hill* hosted at the House.
    - Flower Festival 22nd-24th September. With virtually every ticket sold, this annual event once again exceeded expectations and generated substantial income for the Trust
    - Roots & Berries began operation of The Garden Café at Strawberry Hill House
- October
    - Joint promotional event - *Open House* – with SMU to encourage external event hires of the Waldegrave Suite and Strawberry Hill House.
    - Gothic book club relaunched
    - *The Devil is in the Detail,* focusing on the work of Albrecht Dürer, and *There Goes the Sun,* an exhibition of work by Christiane Baumgartner, opened to the public on 15th Oct. Supported by the Schroder family and the Cristea Roberts Gallery respectively, these complementary exhibitions achieved widespread acclaim and attracted over 6,000 visitors
- November
    - Talks from Caterina Baden and Jonathan Watkins, curators of *The Devil is in the Detail* and *There Goes the Sun* respectively focused on the work of Albrecht Dürer and Christiane Baumgartner
    - As part of the London Luminaries series of talks, Mark Lambert gave a talk *Love, Death and Royalty,* that centered on the portrait of Catherine de Medici in the Gallery at Strawberry Hill House.
    - Presentation at the Silver Society's AGM showcasing the coconut cups commissioned by Robert Walpole and recently re-acquired by the Strawberry Hill Collection Trust with support from the Art Fund and the V&A/Arts Council's Acquisition Fund
- December
    - Wreath making workshop
    - Sold-out talk, tour and workshop focused on woodcuts by Anne Desmet, printmaker and Royal Academician

In-house team changes

2023 saw the appointment of Rachel-Orme-Smith (Hires/Events) and Catia Rodrigues (Learning) in the early part of the year, with both making important contributions to the operating and functioning of the House. Later in the year Julia Reed (Operations) left to take a more senior role at The Museum of the Home, and Bethan Wood (Marketing/Communications) also said goodbye to Strawberry Hill after many years of successfully promoting and marketing the House & Garden. They were replaced by Srushti Jadhav and Rebecca Leuw respectively in early 2024. At the end of 2023, our Director, Derek Purnell, announced that he would retire in April 2024. The transition to our new Executive Director, Zoe Colbeck, will be covered in our 2024 Report, but we would like to take this opportunity to thank Derek for his contributions to the Trust over the last three years and to wish him all the best for the future.

Building and promoting the Collection

The appointment of Nino Strachey to succeed Michael Snodin as Chair of the Strawberry Hill Collection Trust was confirmed. Michael's extraordinary contribution to Strawberry Hill House is widely recognised and appreciated.

Events and Catering arrangements

Our new Events/Hires Manager, Rachel Orme-Smith, started work on plans for the transition of events and catering to an in-house operation, working with SMU to develop a joint proposal to offer weddings and other events of different sizes appropriate to the accommodation available in both locations.

We were pleased to welcome Grounded, a popular local supplier, as interim providers for our coffee shop, initially until April 2023, but eventually extending through the year to September, when a new supplier, Roots & Berries, stepped in.

Board performance review

As noted in our 2022 Statement, our biggest challenge as a heritage site and charity is matching the high cost of maintenance and operations against revenues in an increasingly inhospitable environment, which showed little significant improvement in 2023. Overall, revenue generation in 2023 did not meet budgeted levels.

Despite an increase in ticket prices, to £12.50 per head, at the beginning of 2023 our average ticket price, after various discounts offered to Art Fund members and others, remained resolutely below £10. We are therefore keeping our discount policy under review.

While we were successful in attracting significant donations from a number of private trusts and foundations, unrestricted funding was relatively low. The environment for unrestricted funding relies on the generosity of wealthy individuals who feel they can support their passions and interests with discretionary funds. The availability of this source of income for a small museum like Strawberry Hill House is linked closely with the economy and individuals' confidence in their financial wellbeing. This has been sadly lacking in recent years.

The obvious conclusion is that SHT needs to develop a more active annual programme of revenue-generating hires and events to subsidise our core charitable purpose of making the House and Collection available to members of the public. This creative and commercial imperative has eluded our management team for many years. To complete the perfect storm the recent period of high inflation, brought about by geo-political events beyond our shores, has driven up budgeted costs across the board.

In the face of these ongoing challenges the SHT Board of Trustees accelerated its exploration of possible new partnerships which could reduce operating costs and build new sources of high-quality commercial revenue. Despite progress in this respect, the Management team again found it necessary to draw on reserves in 2023, to the tune of £60,000 to meet its year-end cashflow requirements. This did not prevent a sizeable financial

loss in 2023 for the Trust as a whole. The Director was therefore put on notice that for 2024 the Board would monitor cashflow on a more frequent and regular basis, with the aim of breaking even in the current year.

ESG Statement: The ESG Working Group continued to meet intermittently during 2023 to ensure initiatives launched in 2022 continued to develop. Progress was maintained with regular reporting on visitor segmentation and continued work in the garden to ensure effective environmental best practice.

The Trust's fundraising priorities focused on ensuring the fabric of the House remained stable and other operational imperatives, with the result that the *Julie's Bicycle* project did not receive the funding input the Working Group had planned to get an environmental benchmarking project under way. It is hoped that the necessary resources and funding required will be prioritised by the new Director to ensure we can continue to work towards industry best practice with the help of the *Julie's Bicycle* framework.

The Group reported some progress in the Trust's strategic priority of focusing on diversity and inclusion in all aspects of its work, and the Education programme has been successful in attracting broader school groups who have not previously visited the House. We envisage that these initiatives will continue to encourage a wider audience.

The Working Group will continue to review and develop the Action Plan on an ongoing basis into 2024 and beyond recognising the need to install some key metrics to measure and monitor success with the ESG initiative for the Trust.

Risk Management

As noted above, the Trustees have continued to foreground the major risks to which the Charity is exposed and continually review the actions and procedures in place to manage and mitigate those risks. The major risks to the Charity include a significant and sustained drop in visitor numbers (although this was not a factor in 2023), as well as the ongoing challenges of reaching fundraising and trading profit targets. The Risk Register continues to be updated quarterly by the Director and reviewed by the full Board at each Board meeting.

The Trustees consider that sufficient resources and systems are in place to continue operating for the foreseeable future.

Reserves Policy: The reserves policy agreed by the Trustees is to hold unrestricted and undesignated reserves of at least three months' expenditure in order to enable financial stability and to act as a safeguard against volatile and unpredictable income streams and unforeseen expenditure and/ or liabilities.

Financial Review

Consolidated Results 2023

The Trust realised a consolidated loss from operating activities of £173,146 (2022 loss of £96,691).

The Trust's consolidated income for the year was £639,298. The comparable figure in the 2022 accounts was £806,500 but this was inflated by the inclusion of £231,256 which was restricted income specifically to acquire the William Hogarth painting of Horace Walpole (as explained in the 2022 accounts). Excluding this item, the comparable figure for income in 2022 was £575,244. Despite being slightly above the 2022 comparable figure, the income generated by the Trust was below forecasts and expectations.

The principal sources of income for the Trust remain door admissions, café, shop, film and event hire, as well as income from donations, grants and legacies. Particular thanks go to The John R Murray Charitable Trust and The Schroder Charity Trust for their ongoing support of the Trust and its activities. We have also benefited from an annual subvention of £80,000 from St Mary's University (SMU), which represents a straight-line amortisation of an original capital investment by SMU in 2007, in agreement with the NLHF. This comes to an end in September 2025 and the Trust is in negotiation with SMU to agree terms for their continued support of our business, in the form of a collaborative operating agreement rather than a cash subvention.

Expenditure for the year was £812,444 (2022 £903,191, which included £231,800 relating to the Hogarth acquisition, excluding this the 2022 comparable is £671,391). £32,500 of the increase related to the repair of the stonework in the front wall of the House. Much of the remaining increase were costs involved in supporting income generating activities, including additional costs that were incurred in holding exhibitions at the House, costs incurred by the events business, and additional costs that were incurred on fundraising.

The Trust made a gain on its investment assets of £4,137. Overall, the Trust recognised a decrease in reserves during the year of £169,009.

Other Notable Financial Issues

The Trust was awarded £125,000 grant from the Museum Estate and Development Fund specifically to repair three roof pinnacles and to upgrade the heating and security systems. The first tranche of these funds was received in 2024. This grant has not been included in the 2023 accounts.

Investment policy and performance

During the year, the Trust withdrew £60,000 from the Trust's Expendable Endowment fund in order to meet its cashflow requirements.

The endowment fund was previously held in a multi-asset fund with Sarasin but given the potential need to utilise the funds over the short term to meet cashflow shortfalls it was decided to de-risk the fund and move it to a liquidity fund. The balance of the Endowment fund held at year end was £221,199.

Going concern

The trustees have considered the charity's financial position, liquidity and future performance, together with financial projections for the charity over the foreseeable future. After making enquiries, the trustees are satisfied that the charity has or will have sufficient resources to continue in operation for the foreseeable future, being at least 12 months from the date of the approval of the financial statements. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

However, the charity cannot be certain of future revenues. It is reliant on donations, grants, and income from St Mary's University to meet its day to day operations. The agreement with St Mary's University ends in 2025, and there is no guarantee of donations or grants. This indicates the existence of a material uncertainty which may cast significant doubt over the charity's ability to continue as a going concern.

Financial Outlook

It is clear to the Trustees that the losses sustained over the last two years are not sustainable.

Significant improvements have been made to the visitor experience in the past year, including to the House and to the Collection, through acquisitions and the borrowing of collections from other galleries. The Trust has continued to hold many specialist exhibitions which have attracted worldwide audiences.

However, the costs of maintaining and operating an historic property are high and inflexible. Staff costs alone are nearly £300,000, which are required to keep the House open and running smoothly, to cover events and to maintain other sources of commercial income. Most of the other costs are property costs relating to the maintenance of the House itself, including insurance, power and heating, maintenance and repair costs. In 2023 we had an unexpected cost to repair the stonework next to the front door.

Improvements to the visitor experience only translate into higher visitor revenue over time. Revenue from commercial activities continues to grow, but is still not enough to help cover annual costs. Like most other heritage destinations in England, therefore, we rely on the balance being met by fundraising from a variety of sources.

From 2016 to 2019 the Trust received grants from the UK Government (either the Arts Council or National Lottery Heritage Fund) that averaged £94,000 per annum, which allowed the Trust to turn a small profit over those years taken as a whole. During the Covid pandemic years of 2020 and 2021 when the House was closed and its business severely impacted, the Trust received grants and support from the UK Government (Arts Council, Lottery Heritage Fund and the Culture Recovery Fund) of £399,500, plus a further £33,950 under the Job Retention Scheme. This allowed the Trust to break even across those two years.

From 2022 the Trust has not received any grants from the UK Government to support operating costs. The trustees took the view that they needed to invest in the House, in the collection and in the quality of the exhibitions in order to improve the visitor experience, and most importantly of all, to attract new private sponsors and benefactors. Up to a point, this strategy has worked in attracting new donors to support the House and its activities. However, the Management's efforts to improve fundraising were frustrated by a variety of factors, and the amounts raised have so far not been enough to bridge the gap. The Trust continued to incur operating losses and to eat into its historic endowment fund.

The Trustees have therefore embarked on the following steps:

- Discussions with St Mary's University (SMU) are under way to develop a long-term collaborative agreement that benefits both parties on our shared site. This will involve some cost-sharing and various commercial ventures which will provide revenue-synergies on both sides. It is hoped that this negotiation should be substantially complete by the end of 2024;
- A new Executive Director has been recruited who has an outstanding track record of fundraising and financial management;
- Further fundraising resources and programmes will be prioritised from 2024

Plans for future periods

Strategic priorities for 2024

1. To work to secure the financial future of Strawberry Hill Trust by;

- Continuing to build footfall figures and maximizing revenue per head from those visiting the House and Garden, including the shop and café.
- Developing a sustained and co-ordinated programme of fundraising, generating a steady flow of restricted and unrestricted funds which dovetails with and supports our short, medium and long-term operational strategies and our capital programme for maintaining the building,
- Building stronger and enduring relationships with key supporters, trusts, foundations and governmental organisations, and developing our Members and Patrons schemes to build an enduring groundswell of local support.
- Developing an exciting, creative and profitable programme of events and hires which exploit the House and Garden, and its history, and all the intellectual and creative talent available to the House and its in-house team and volunteers.
- Improving the profitability of our shop and café and building revenues from all our trading activities.
- Establishing a commercial catering/event contract and exploring and developing new income streams to enhance our existing offer.
- Developing partnerships/collaboration with other heritage organisations, academic or historical institutions and/or third parties with similar interests, target demographics, public access mandates and ambitions that can help boost revenues and spread costs.
- Exploring ways in which SHT can work with St Mary's University (SMU), or another large academic or educational institution, to generate mutual benefits for the public good and enhance our revenue-generating potential. As discussed above, correlative cost synergies and long-term financial security from being co-located on the same site in Strawberry Hill with SMU are also being explored.

2. To maintain the fabric of Strawberry Hill House & Garden so that it presents an attractive destination and a safe environment for visitors, staff and volunteers by;

- Developing and funding, through a public fund-raising campaign, a 10-15 year programme of essential building maintenance on the fragile fabric of the House, 14 years after the original restoration project. This will secure the unique appearance of the House and ensure the safety and security of the growing numbers of visitors to Strawberry Hill House each year.
- Maintaining and developing the Collection, with enhanced interpretation throughout the House and Garden to provide an ever-changing, stimulating and engaging experience that will inform and excite visitors. Primary goals are to encourage repeat visits and word-of-mouth recommendations.
- Exploiting, for the benefit of our local and wider community, the opportunities that the grounds and gardens present as a place of relaxation, enjoyment and learning

3. To evolve our Board, staff and volunteers to enhance inclusivity and diversity, by

- Aiming to promote and communicate the appeal of Strawberry Hill House and Garden to different groups in our local and wider community, with a focus on cultural diversity and improving health and welfare
- Under the direction of our Learning Manager and working with St Mary's University as well as other educational establishments in our area, reinvigorating our successful Education and Learning programmes, with more clearly defined objectives and outcomes
- Significantly raising and developing the profile and reputation of Strawberry Hill House and Garden, through sustained, planned and effective marketing and PR, focussing on our evolving offering and our pre-eminent role as a heritage destination open to all, and a successful museum of art, artefacts, gothic architecture, literature and landscape gardening.

Structure, Governance and Management

The SHT Board of Trustees is responsible for the overall direction and leadership of the charity. The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. As set out in the Articles of Association, the Trustees select the Chair of the Trust. An overall Executive Director is also appointed by the Board and is responsible for the operational management of the Trust and, with the Board, for the long-term strategic direction of the organisation. The Executive Director, who is also a Trustee, is the head of the paid staff and is also responsible for the volunteers who assist the Trust.

All Trustees give their time voluntarily and receive no benefit from the charity. Any expenses claimed from the charity are set out in the accounts. There were none in 2023. The Executive Director receives no remuneration for their role as Trustee but is a paid employee of the Trust. The Charity Commission has approved this arrangement. The Trust has a Conflicts of Interest Policy and maintains a Register of Interests which Trustees are required to keep up to date on an annual basis.

Method of Recruiting and Appointing New Trustees

In line with best practice in the charity sector the Board operates a three-year rotation policy for Trustees. Three of the current trustees, Lynn Beard, Xenia Carr-Griffiths and Pim Baxter, completed their first three-year term and were unanimously re-elected at the Board's AGM in June.

The Trust's policy has been to appoint Trustees who have expertise in particular aspects of the Trust's work, have a connection with previous owners of the House, or have general management experience at a senior level which is of value to the Trust in setting and overseeing its strategic direction. Following an initial interview, candidates are invited to meet Trustees informally to enable the Board and the candidate to determine an appropriate 'fit' with the ethos and vision of the Trust. The Board's policy regarding recruitment of Trustees keeps very much in mind the requirements of the Governance Code for Small Charities regarding equality, diversity and inclusion.

Induction and Training of Trustees

Upon appointment Trustees are provided with information on the constitution of the Trust and their role and responsibilities as charity Trustees, including the signature of a Trustee Code of Conduct. An Induction plan is drawn up for each new Trustee, and they are encouraged to engage with members of the team, particularly in their area of expertise, at the earliest opportunity. Trustees are made aware of the extensive and valuable guidance materials available on the Charity Commission's website and have new developments drawn to their attention.

Organisation Structure and the Management of the Trust

The Board of Trustees is responsible for the overall direction and leadership of the charity. The Board may consist of up to 15 members. In November 2023 we welcomed Elizabeth Smith, an experienced architectural professional and historian, who will provide much-needed support to the team in advising on and helping the Director to draw up a new long-term conservation and management plan for the building. There were therefore 12 Trustees at 31st December 2023. At the time of writing, we are still looking to engage a new US-based Trustee.

The Board held three full Board meetings plus an AGM during 2023. In addition, the Board held four Trustee Review and Update (TRU) meetings involving all Trustees on a voluntary basis to review activity against our strategic goals more closely and to provide the Director with advice and guidance on operational issues and decisions between Board meetings.

The Director provides detailed reports to the Board at each meeting (full Board and TRU) on operational aspects, including monthly management accounts and key performance indicators of the House. The Finance Committee also reports at each meeting, thus ensuring that the charity remains focused on its stated charitable aims, and continues to monitor financial sustainability issues on a regular basis.

The Trust is required to keep its staffing structure under constant review in order to ensure it is able to meet its short-term business objectives and the longer-term challenges of the future. The Trustees are required to ensure appropriate arrangements are in place to meet the Trust's obligations as an employer and for the Health and Safety of visitors, staff, volunteers and contractors. The Trust has a Safeguarding Policy and carries out checks on staff and volunteers who have substantial access to children and vulnerable people. The Trust

also reviews its arrangements for the assessment and storage of data relating to staff, suppliers and customers, on a regular basis, to ensure compliance with current GDPR requirements. The next review is due in 2024.

Relationships between the Charity and other Charities and Organisations

The Trust works closely with the independent charity The Strawberry Hill Collection Trust (SHCT), (Company number: 06851597, originally incorporated in March 2009), a body established to hold nominal title in objects in the owned Collection of Strawberry Hill House. The relationship between SHCT and the Strawberry Hill Trust is formalised by a Management Agreement, which was reviewed, updated and agreed during 2023.

The SHCT Trustees, each of whom is an eminent expert in the heritage sector, act as independent advisers to SHT in acquiring artefacts, and then developing and exhibiting the Strawberry Hill Collection in the House.

In order to meet its legal obligations, the Strawberry Hill Trust set up a trading company, Strawberry Hill House Trading Services ("SHHTS"), in 2011. This company carries out trading activities that are outside the charitable purpose of the Strawberry Hill Trust but which contribute to the enjoyment and financial sustainability of the House. It is a wholly-owned trading subsidiary of the Strawberry Hill Trust. There is an agreement between the Trust and the SHHTS that the latter will donate all its profits to the Trust. The staff who work on SHHTS activities are employed by the Strawberry Hill Trust but the trading company is responsible for meeting their salaries.

Auditors

Since its creation the Trust has had a full external audit of its affairs carried out to ensure that there is full transparency and public accountability.

Following a merger of Harmer Slater Limited with Shaw Gibbs in November 2023, Harmer Slater Limited resigned as the company's auditors and Shaw Gibbs (Audit) Limited were appointed to act as the company's auditors.

Shaw Gibbs (Audit) Limited are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the Directors of The Strawberry Hill Trust for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business. The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report has been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (the SORP) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 relating to small entities. The Trustees have taken advantage of the small companies' exemptions provided by section 414B and 415A of the Companies Act 2006 from the requirement to prepare a strategic report and in preparing the Trustees' report on the grounds that the charitable company is entitled to prepare its accounts for the year in accordance with the small companies' regime.

Approved by the Trustees on 27th June 2024 and signed on their behalf by Paul Kafka, Chairman



THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Opinion

We have audited the financial statements of The Strawberry Hill Trust (the "Charity") and its subsidiary ("the group") for the year ended 31 December 2023 which comprise the consolidated Statement of Financial Activities (including income and expenditure account), the Consolidated and Company Balance Sheets, the Statement of Cash Flows and Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 31 December 2023 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - material uncertainty relating to going concern

We draw attention to Note 2 in the financial statements, which indicates that the charity cannot be certain of future revenues. It is reliant on donations, grants, and income from St Mary's University to meet its day to day operations. The agreement with St Mary's University ends in 2025, and there is no guarantee of donations or grants. As stated in Note 2, these conditions indicate a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of Trustees' remuneration specified by law are not made;
- we have not obtained all the information and explanations necessary for the purposes of our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on pages 15-16), the Trustees, who are Directors for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with management, and from our cumulative audit knowledge and experience of the Charity and the knowledge of the charitable sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, Charities Act 2011, The Charities (Accounts and Reports) Regulations 2008 as well as data protection, money laundering and anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we identified laws and regulations which were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statements to disclosures and underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charities Commission, HMRC and other government bodies and analysing professional services and legal costs to ascertain if there have been instances of non-compliance with laws and regulations.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

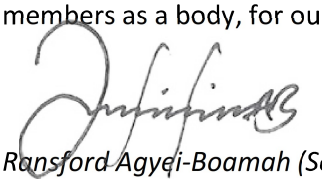
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Use of our report

This report is made solely to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the members as a body, for our audit work, for this report, or for the opinions we have formed.



Ransford Agyei-Boamah (Senior Statutory Auditor)
Shaw Gibbs (Audit) Limited
Salatin House
19 Cedar Road
Sutton
Surrey SM2 5DA

Date: 27 June 2024

THE STRAWBERRY HILL TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2023** £	2022 £
Income and endowments from:						
Donations and legacies	6	218,175	18,103	-	**236,278**	415,928
Charitable activities	7	278,243	-	-	**278,243**	279,542
Other trading activities	8	124,609	-	-	**124,609**	111,028
Investments		168	-	-	**168**	2
Total income		621,195	18,103	-	**639,298**	806,500
Expenditure on:						
Raising funds	9	27,968	-	-	**27,968**	14,253
Charitable activities	10	681,900	18,382	-	**700,282**	836,379
Other trading activities	8	84,194	-	-	**84,194**	52,559
Total expenditure		794,062	18,382	-	**812,444**	903,191
Net expenditure		(172,867)	(279)	-	**(173,146)**	(96,691)
Transfers between funds	24	74,071	(14,071)	(60,000)	**-**	-
Net incoming resources before other recognised gains and losses		(98,796)	(14,350)	(60,000)	**(173,146)**	(96,691)
Other recognised gains:						
Gain/(loss) on investment assets	18	-	-	4,137	**4,137**	(38,634)
Net movement in funds		(98,796)	(14,350)	(55,863)	**(169,009)**	(135,325)
Reconciliation of Funds:						
Total funds brought forward		171,678	39,350	277,062	488,090	623,415
Total funds carried forward		**72,882**	**25,000**	**221,199**	**319,081**	488,090

All of the results derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 38 form part of these financial statements.

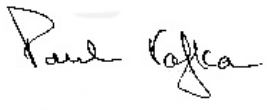
THE STRAWBERRY HILL TRUST

CONSOLIDATED AND COMPANY BALANCE SHEETS AS AT 31 DECEMBER 2023

	Notes	**Group 2023 £**	Group 2022 £	**Charity 2023 £**	Charity 2022 £
Fixed assets					
Tangible assets	14	**53,320**	63,255	**47,882**	59,742
Fixed asset investment	15	**-**	-	**100**	100
		53,320	63,255	**47,982**	59,842
Current assets					
Stock	16	**22,911**	20,203	**-**	**-**
Debtors	17	**75,193**	173,254	**108,359**	230,754
Current asset investments	18	**221,199**	277,062	**221,199**	277,062
Cash at bank and in hand		**43,416**	90,890	**36,371**	54,656
		362,719	561,409	**365,929**	562,472
Creditors: amounts falling due within one year	19	**(96,958)**	(136,574)	**(94,830)**	(134,224)
Net current assets		**265,761**	424,835	**271,099**	428,248
Total assets less current liabilities		**319,081**	488,090	**319,081**	488,090
Funds					
Unrestricted funds	21	**72,882**	171,678	**72,882**	171,678
Restricted funds	22	**25,000**	39,350	**25,000**	39,350
Endowment funds	23	**221,199**	277,062	**221,199**	277,062
Total funds carried forward		**319,081**	488,090	**319,081**	488,090

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved and authorised for issued by the Trustees on 27 June 2024 and signed on their behalf by:



– Paul Kafka, Chairman

The notes on pages 24 to 38 form part of these financial statements.

THE STRAWBERRY HILL TRUST

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	**Group 2023**	Group 2022	**Charity 2023**	Charity 2022
Net cash used in operating activities	28	**(99,226)**	**(146,632)**	**(72,873)**	**(87,482)**
Cash flows from investment activities:					
Interest income		168	2	168	2
Proceeds from the sale of investments		60,000	50,000	60,000	50,000
Purchase of tangible fixed assets		(8,416)	(6,536)	(5,580)	(3,462)
Cash received from investing activities		51,752	43,466	54,588	46,540
Decrease in cash and cash equivalents		(47,474)	(103,166)	(18,285)	(40,942)
Cash and cash equivalents at beginning of year		90,890	194,056	54,656	95,598
Cash and cash equivalents at the end of the year:					
- Cash at bank		42,037	89,910	34,992	53,676
- Cash in hand		1,379	980	1,379	980
Total cash and cash equivalents at end of year		**43,416**	**90,890**	**36,371**	**54,656**

1 Accounting policies

The principal accounting policies are set out below. The accounting policies have been adopted consistently throughout the year.

Statement of compliance

The charity is a public benefit entity. These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (the SORP) including Update Bulletin 1 and in accordance with the Companies Act 2006 and Charities Act 2011, from which there were no material departures.

Basis of accounting

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

The functional currency of the charity is considered to be pounds sterling (£) because that is the currency of the primary economic environment in which the charity operates. The financial statements are presented in pounds sterling (£).

Judgements and key sources of estimation uncertainty

In the opinion of the Trustees there are no judgements or key sources of estimation uncertainty which could materially affect the financial statements.

Income and endowments

The principal policies on income and endowments are as follows:

- *Donations and legacies* – Donations and legacies are credited in the year in which they are receivable.
- *Grant income* - Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where grant income is rewarded specifically to cover expenditure of a future accounting period, then the grant income is deferred to that future period on the balance sheet as deferred income.
- *Interest receivable* - Interest is credited in the year in which it is received.

Expenditure

Costs relating to restoration of the building are recognised when incurred.

Expenditure on raising funds is costs incurred in attracting voluntary income.

Other costs include:

- *Governance costs* - those incurred in the governance of the charity's assets, primarily associated with constitutional and statutory requirements.

- *Support costs* – those incurred on central functions, allocated to activity cost categories on a basis consistent with the use of resources.

Fund structure

The funds held by the charity are either:

- *Unrestricted funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- *Endowment funds* – these are funds raised to be held long term with the purpose of providing investment income. The income from investing such funds is unrestricted.

Tangible fixed assets and depreciation

Tangible fixed assets are stated in the balance sheet at cost or, if gifted, at market value at the date of the gift, less subsequent accumulated depreciation and impairment losses.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Website development	25% on cost
Fixtures and equipment	10% on cost and 25% on cost

Stock

Stock is stated at the lower of cost and estimated net realisable value (selling price less costs to sell). Cost is determined using the first-in, first-out (FIFO) method.

Stocks are assessed for impairment and, if stocks are impaired, the carrying amount is reduced to its net realisable value and any impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash comprises cash on hand and held at bank.

Trade Debtors

Trade debtors are amounts due from customers for services performed in the ordinary course of business as well as grants for which conditions for recognition as income have been met but where the grant has not yet been paid.

Trade debtors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Trade Creditors

Trade creditors are obligations to pay for goods acquired or services received acquired in the ordinary course of business. Trade creditors are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss as they fall due over the period of the lease.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments

Fixed asset investments are accounted at historical cost.

Current asset investments are accounted at fair value. Any change in the fair value during the year is treated as profit or loss and is accounted for in the statement of financial activities as an increase or decrease in the respective fund.

2 Going concern

The trustees have considered the charity's financial position, liquidity and future performance, together with financial projections for the charity over the foreseeable future. After making enquiries, the trustees are satisfied that the charity has or will have sufficient resources to continue in operation for the foreseeable future, being at least 12 months from the date of the approval of the financial statements. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

However, the charity cannot be certain of future revenues. It is reliant on donations, grants, and income from St Mary's University to meet its day to day operations. The agreement with St Mary's University ends in 2025, and there is no guarantee of donations or grants. This indicates the existence of a material uncertainty which may cast significant doubt over the charity's ability to continue as a going concern.

3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

4 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

5 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, Strawberry Hill House Trading Services Limited, which operates the gift shop and organizes events and hirings. The summary financial performance of the charity alone is:

	2023	2022
	£	£
Total income and endowments	**514,689**	695,472
Expenditure on:		
Raising funds	**27,968**	14,253
Charitable activities	**700,282**	836,379
Total expenditure	**728,250**	850,632
Net expenditure	**(213,561)**	(155,160)
Donations from Strawberry Hill House Trading Services Limited	**40,415**	58,469
Unrealised gain/(loss) on investment assets	**4,137**	(38,634)
Total funds brought forward	**488,090**	623,415
Total funds carried forward	**319,081**	488,090
Represented by:		
Unrestricted funds	**72,882**	171,678
Restricted funds	**25,000**	39,350
Endowment funds	**221,199**	277,062
	319,081	488,090

6 Income and endowments from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2023 £**	2022 £
Donations					
General donations	8,288	-	-	**8,288**	8,699
Lynn Fitzwater	-	4,339	-	**4,339**	10,056
Stephen Clark	500	-	-	**500**	500
Paul Kafka	-	-	-	**-**	200
The Pennycress Trust	-	-	-	**-**	5,000
Sir James Scott	-	-	-	**-**	2,000
Margaret Boulton	-	-	-	**-**	1,000
Community Garden	440	-	-	**440**	-
Pope's Grotto Preservation Trust	495	-	-	**495**	-
Colnaghi	4,263	-	-	**4,263**	-
John & Anne Hornby	500	-	-	**500**	500
Gift Aid	8,404	-	-	**8,404**	10,815
	22,890	4,339	-	**27,229**	39,096
Legacies					
Sian Richards	-	-	-	**-**	540
Eileen Cynthia Fairhurst	8,451	-	-	**8,451**	74,000
Ann Sayer	-	-	-	**-**	2,602
	8,451	-	-	**8,451**	77,142
Grants					
Schroders	82,517	-	-	**82,517**	-
Enliven Project	7,817	-	-	**7,817**	-
Circles of Art	2,000	-	-	**2,000**	-
HLF-HOLT	10,000	-	-	**10,000**	-
City Bridge Foundation		-	-	**-**	1,484
National Heritage Memorial Fund	-	-	-	**-**	115,000
The Art Fund	-	-	-	**-**	116,256
The Pilgrim Trust	-	-	-	**-**	24,250
The John R Murray Charitable Trust	80,000	13,764	-	**93,764**	25,000
Trinity Fine Art Ltd		-	-	**-**	6,000
Savills UK Ltd	4,500	-	-	**4,500**	4,000
Russell Cooke	-	-	-	**-**	2,500
Aegis	-	-	-	**-**	3,126
	186,834	13,764	-	**200,598**	299,690
	218,175	18,103	-	236,278	415,928

Income and endowments from donations, grants and legacies in 2022 was made up of £108,856 to unrestricted and £307,072 to restricted funds.

Included in 2022 are grants of £231,256 and donations of £7,000 from the Government Acceptance-in-Lieu scheme, which were for the purpose of acquiring the William Hogarth painting of Horace Walpole as a child. The painting was donated to The Strawberry Hill Collection Trust, as shown in note 10.

7 Income and endowments from charitable activities

	Unrestricted Funds	Restricted Funds	Endowment Funds	**2023**	2022
	£	£	£	**£**	£
Door admissions	137,950	-	-	**137,950**	119,624
Specialist tours	14,179	-	-	**14,179**	15,868
Events	-	-	-	**-**	1,271
Education	29,172	-	-	**29,172**	29,254
Tea Room	2,540	-	-	**2,540**	17,127
St. Mary's lease income	80,000	-	-	**80,000**	80,000
"Friends" subscription	3,421	-	-	**3,421**	4,342
Patrons membership	7,500	-	-	**7,500**	7,500
Garden sales	112	-	-	**112**	150
Miscellaneous income	3,369	-	-	**3.369**	4,406
	278,243	-	-	**278,243**	279,542

Income and endowments from charitable activities in 2022 was made up of £279,090 to unrestricted and £452 to restricted funds.

8 Income and endowments from other trading activities

Strawberry Hill House Trading Services Limited, incorporated in the United Kingdom, is a wholly owned subsidiary of The Strawberry Hill Trust.

Strawberry Hill House Trading Services Limited is responsible for the operation of the shop and hirings, both private and corporate. It pays all its profits to the charity by gift aid. A summary of the trading results is shown below:

	2023	2022
	£	£
Turnover	124,609	111,028
Cost of sales	(33,803)	(26,695)
Gross profit	90,806	84,333
Administrative expenses	(50,391)	(25,864)
Donations to Strawberry Hill Trust	(40,415)	(58,469)
Retained profit for the year	-	-
The assets and liabilities of the subsidiary were:		
Fixed assets	5,442	3,517
Current assets	36,514	139,228
Current liabilities	(41,856)	(142,645)
	100	100
Aggregate share capital and reserves	100	100

The income and expenditure of Strawberry Hill House Trading Services Limited is entirely attributable to unrestricted funds.

9 Expenditure on raising funds

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2023 £**	2022 £
Salaries and wages costs (note 12)	12,000	-	-	**12,000**	12,000
Fundraising	15,968	-	-	**15,968**	2,253
	27,968	-	-	**27,968**	14,253

Expenditure on raising funds in 2022 was made up of £14,253 from unrestricted funds and £Nil from restricted funds.

10 Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2023 £**	2022 £
Restoration and renovation costs	69,712		-	**69,712**	60,778
Donation to Strawberry Hill Collection Trust (note 6)	-	-	-	-	231,800
Curatorial	15,569	18,382	-	**33,951**	5,813
Salaries and wages costs (note 12)	243,381	-	-	**243,381**	237,939
Staff training	1,798	-	-	**1,798**	1,228
Advertising & marketing	21,152	-	-	**21,152**	26,287
Recruitment costs	1,785	-	-	**1,785**	925
Tour guides	549	-	-	**549**	1,375
Gardening costs	5,382	-	-	**5,382**	2,890
Other maintenance and repairs	113,619	-	-	**113,619**	80,238
Light and heat	29,575	-	-	**29,575**	17,754
Insurance	75,405	-	-	**75,405**	72,706
Rates	3,068	-	-	**3,068**	(2,687)
Computer and web expenses	9,769	-	-	**9,769**	8,361
Other administrative costs	53,547	-	-	**53,547**	52,454
Audit fee	5,520	-	-	**5,520**	6.665
Accountancy services	1,061	-	-	**1,061**	1,538
Legal and professional fees	2,941	-	-	**2,941**	1,103
Bank charges	10,553	-	-	**10,553**	10,902
Sundry	74	-	-	**74**	661
Depreciation	17,440	-	-	**17,440**	17,649
	681,900	18,382	-	**700,282**	836,379

Expenditure on charitable activities in 2022 was made up of £543,083 from unrestricted funds, £293,296 from restricted funds and £NIL from endowment funds.

11 Net income/(expenditure) for the year

	2023	2022
	£	£
This is stated after charging:		
Operating lease charges	**6,129**	8,901
Auditors remuneration:		
- Audit fees	**5,520**	6,665
- Other financial services provided by the auditor	**1,061**	1,538
Depreciation	**18,351**	17,649

12 Staff costs, trustee remuneration and expenses and key management personnel

	2023	2022
	£	£
Salaries and wages	**271,774**	255,763
Social security costs	**18,919**	17,787
Pension costs	**4,316**	3,908
	295,009	277,458

	2023	2022
	£	£
Expenditure on raising funds	**12,000**	12,000
Expenditure on charitable activities	**243,381**	237,939
Other administrative costs	**10,597**	5,360
Administrative expenses in trading activities	**29,031**	22,159
	295,009	277,458

Included in the above analysis are salaries and wages of £25,777 (2022: £20,129), social security costs of £2,620 (2022: £1,613) and pension of £634 (2022: £417) included within 'Other Trading Expenses', being employment costs borne by the subsidiary trading company (see note 8).

No employees had employee benefits in excess of £50,000 in the current or prior year. Pension costs are allocated to activities in proportion to the related staffing costs incurred and £3,657 (2022: £3,240) was charged to unrestricted funds and £Nil to restricted funds (2022: £668).

No trustees or persons connected with them received any emoluments in their role as Trustees from the Trust or its subsidiary. The trustees have received no reimbursement of individual expenses incurred for professional or other services provided to the charity during the period (2022: £Nil).

The charity employs a Director of Operations (the 'Director') with overall responsibility for the day to day operational management of the Trust. The 'Director' is also a Director and Trustee for the purposes of company and charity law. The Charities Commission has approved this arrangement. The 'Director' along with the other Trustees comprise the key management personnel. The following amounts were paid to the incumbent 'Director' under this arrangement:

	2023	2022
	£	£
Director's remuneration	**62,000**	60,000

13 Staff numbers

The average number of persons employed by the charity (including directors) during the year was 11 (2022: 11).

14 Tangible fixed assets

	Website Development	Fixtures and Equipment	Total
	£	£	£
Group			
Cost:			
At 1st January 2023	19,687	241,826	261,513
Additions	-	8,416	8,416
At 31st December 2023	19,687	250,242	269,929
Depreciation:			
At 1st January 2023	19,687	178,571	198,258
Provision for the year	-	18,351	18,351
At 31st December 2023	19,687	196,922	216,609
Net book value:			
At 31st December 2023	**-**	**53,320**	**53,320**
At 31st December 2022	-	63,255	63,255
Charity			
Cost:			
At 1st January 2023	19,687	226,727	246,414
Additions	-	5,580	5,580
At 31st December 2023	19,687	232,307	251,994
Depreciation:			
At 1st January 2023	19,687	166,985	186,672
Provision for the year	-	17,440	17,440
At 31st December 2023	19,687	184,425	204,112
Net book value:			
At 31st December 2023	**-**	**47,882**	**47,882**
At 31st December 2022	-	59,742	59,742

15 Fixed Asset Investments

The charity holds the entire shareholding, 100 shares of £1 each, of Strawberry Hill House Trading Services Limited which is incorporated in the United Kingdom. The activities and results are summarised in note 8.

16 Stock

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Stock held by subsidiary company at cost	**22,911**	20,203	**-**	-

17 Debtors

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Due from subsidiary	**-**	-	**-**	45,744
Trade debtors	**6,565**	14,678	**5,736**	960
Accrued income	**16,076**	86,776	**16,000**	86,700
VAT recoverable	**368**	-	**34,439**	25,550
Prepayments and other debtors	**52,184**	71,800	**52,184**	71,800
	75,193	173,254	**108,359**	230,754

18 Current Asset Investments

	Group	Charity
	2023	**2023**
	£	**£**
Listed investments:		
Carrying value (market value) at 1st January 2023	277,062	277,062
Gain on revaluation to market value	4,137	4,137
Sale of investments	(60,000)	(60,000)
Carrying value (market value) at 31st December 2023	**221,199**	**221,199**

19 Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Due to subsidiary	**-**	-	**5,653**	-
Trade creditors	**53,991**	81,370	**53,523**	81,325
Tax and social security	**640**	-	**640**	-
Deferred income (note 20)	**16,992**	26,645	**13,492**	26,645
Accrued expenditure	**24,489**	19,374	**20,672**	17,977
VAT	**-**	813	**-**	-
Other creditors	**846**	8,372	**850**	8,277
	96,958	136,574	**94,830**	134,224

20 Deferred income

Deferred income comprises:

- grants and donations received for salaries to be utilised over a set period and recognised as the salary cost is incurred
- unrestricted income collected for a specific or designated purpose and recognised when the purpose is fulfilled.

	Group	**Charity**
	£	**£**
Balance as at 1 January 2023	26,645	26,645
Movement in deferred income	(9,653)	(13,153)
Balance as at 31 December 2023	**16,992**	**13,492**

21 Unrestricted funds

2023	**Balance at 1st Jan '23**	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**Balance at Year 31st Dec '23**
	£	**£**	**£**	**£**	**£**
General funds	171,678	496,586	(709,868)	114,486	**72,882**
Reserves of subsidiary	-	124,609	(84,194)	(40,415)	**-**
Total	171,678	621,195	(794,062)	74,071	**72,882**

2022 (comparative)	**Balance at 1st Jan '22**	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**Balance at 31st Dec '22**
	£	£	£	£	£
General funds	237,741	387,948	(557,336)	103,325	**171,678**
Reserves of subsidiary	-	111,028	(52,559)	(58,469)	**-**
Total	237,741	498,976	(609,895)	44,856	**171,678**

21 Unrestricted funds (continued)

Name of fund	Description, nature and purposes of the fund
Designated funds	Unrestricted funds earmarked for specified use
General funds	The 'free reserves' after allowing for designated funds
Reserves of subsidiary	Reserves of the trading subsidiary included on consolidation

22 Restricted funds

2023	Balance at 1st Jan '23	Incoming Resources	Outgoing Resources	Transfers	Balance at 31st Dec '23
	£	£	£	£	£
Conservation	**12,372**	-	(4,618)	(7,754)	**-**
Curatorial	**-**	4,339	-	(4,339)	**-**
John Murray - Database	**25,000**	13,764	(13,764)	-	**25,000**
University Funded Projects	**1,978**	-	-	(1,978)	**-**
Total	**39,350**	18,103	(18,382)	(14,071)	**25,000**

2022(comparative)	Balance at 1st Jan '22	Incoming Resources	Outgoing Resources	Transfers	Balance at 31st Dec '22
	£	£	£	£	£
Restoration fund	**15,952**	-	-	(15,952)	**-**
Hogarth Acquisition		238,256	(231,800)	(6,456)	**-**
Conservation	**-**	24,250	(11,878)		**12,372**
Curatorial	**-**	10,056	(13,674)	3,618	**-**
Feel Good Garden	**-**	9,510	(10,944)	1,434	**-**
John Murray - Database	**-**	25,000	(25,000)	25,000	**25,000**
Lecture Series	**2,500**	-	-	(2,500)	**-**
University Funded Projects	**1,526**	452	-	-	**1,978**
Total	**19,978**	307,524	(293,296)	5,144	**39,350**

Name of fund	Description, nature and purposes of the fund
Restoration fund	Funds for the ongoing restoration of the house
Hogarth Acquisition	Fund raised for acquisition of Hogarth painting
Conservation	Conservation intern
Curatorial	Curatorial salary
Feel Good Garden	Funds raised for monthly workshops for people living with dementia
John Murray - Database	Donation for database to catalogue the collection
University Funded Projects	Funds raised for workshops to support vulnerable students

23 Endowment funds

2023	Balance at 1st Jan '23 £	Incoming Resources £	Outgoing Resources £	Transfers £	Gain on Investment £	Balance at 31st Dec '23 £
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	**277,062**	-	-	(60,000)	4,137	**221,199**
Total	**277,062**	-	-	(60,000)	4,137	**221,199**

The balance of £221,126 includes £213,000 of matched funding received from the Heritage Lottery Fund. In certain circumstances for example, if the Charity ceases to operate, the matched funding may be repayable. The remaining £8,126 is made up of appreciation of the fair value of the investment and other donations received. This is non-returnable.

2022	Balance at 1st Jan '22 £	Incoming Resources £	Outgoing Resources £	Transfers £	Gain on Investment £	Balance at 31st Dec '22 £
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	365,696	-	-	(50,000)	(38,634)	**277,062**
Total	365,696	-	-	(50,000)	(38,634)	**277,062**

Name of fund	Description, nature and purposes of the fund
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	Contributions to the Endowment Fund are raised through donations to 'The Peacock Appeal' at Strawberry Hill House and augmented by transfers from unrestricted funds. This income is then matched by The Heritage Lottery Fund as grant income. This is an expendable endowment fund with an expectation from The Heritage Lottery Fund that the fund will be maintained for a minimum of 25 years.

24 Transfers between funds

There was a transfer of £14,071 from restricted to unrestricted funds during the year.

There was a transfer of £60,000 from endowment to unrestricted funds during the year.

25 Analysis of net assets between funds

2023	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	53,320	-	-	53,320
Current assets	103,028	38,492	221,199	362,719
Current liabilities	(83,466)	(13,492)	-	(96,958)
	72,882	25,000	221,199	319,081

2022 (comparative)	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	63,255	-	-	63,255
Current assets	218,352	65,995	277,062	561,409
Current liabilities	(109,929)	(26,645)	-	(136,574)
	171,678	39,350	277,062	488,090

26 Commitments under operating leases

The charity had the following annual commitments under non-cancellable operating leases:

	2023 £	2022 £
Operating leases which expire:		
Within one year	5,986	8,798
In two to five years	8,583	11,566
	14,569	**20,364**

The trading subsidiary had no additional non-cancellable operating leases and the above analysis therefore also represents the annual commitments under non-cancellable operating leases for the group. During the year £6,129 (2022: £11,150) of operating lease payments was recognised as an expense.

27 Trustees and other related parties

Trustees

Details of Trustee emoluments and expenses are disclosed in note 12.

The Trust received unconditional donations totalling £1,767 (2022: £1,867) from Trustees.

The Strawberry Hill Collection Trust

The Strawberry Hill Collection Trust ("SHCT") is a registered charity created to seek to identify, and return to Strawberry Hill House for display, objects that were formerly in it. On occasion, the Trust receives and pays out amounts on behalf of SHCT.

At the year end £Nil (2022: Nil) was owed to the Trust by SHCT.

27 Trustees and other related parties (continued)

Strawberry Hill House Trading Services Limited

Strawberry Hill House Trading Services Limited ("SHHTS"), incorporated in the United Kingdom (company registration number: 07880487), is a wholly owned trading subsidiary of the Trust. Its activities and results are summarised in note 8. At the year end the Trust owed £5,653 to SHHTS (2022 Debtor: £45,744).

28 Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Net movement in funds	**(169,009)**	**(135,325)**	**(169,009)**	**(135,325)**
Adjustment for:				
Depreciation	**18,351**	**18,382**	**17,440**	**17,649**
(Gain)/loss on investment	**(4,137)**	**38,634**	**(4,137)**	**38,634**
Deduct income from investments	**(168)**	**(2)**	**(168)**	**(2)**
(Increase)/decrease in stock	**(2,708)**	**4,737**	**-**	**-**
Decrease/(increase) in debtors	**98,429**	**(91,443)**	**122,395**	**(28,384)**
(Decrease)/increase in creditors	**(39,984)**	**18,385**	**(39,394)**	**19,946**
	(99,226)	**(146,632)**	**(72,873)**	**(87,482)**

29 Other financial services provided by the auditors

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the payroll and financial statements as well as ad hoc advice on a consultancy basis. A breakdown of these fees is provided in note 11.

THE STRAWBERRY HILL TRUST

England & Wales - Charity number 1095618

Accounts



Annual Report
& Financial Statements
2022

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THE STRAWBERRY HILL TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 DECEMBER 2022

Reference and Administrative Details

The Strawberry Hill Trust is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

Charity number: 1095618; Company number: 4516140.

It was originally incorporated in August 2002.

The trustees that acted during the year and subsequent to the year-end were as follows:

Trustees/Directors	Appointment/Resignation
Pim Baxter, OBE	Appointed January 2020
Lynn Beard (Charity Secretary)	Appointed October 2019
Xenia Carr-Griffiths, OBE	Appointed October 2019
Paul Finucane	Appointed September 2020
Paul Kafka (Chair)	Appointed March 2019
Robert Waiting	Appointed June 2022
Martin Postle	Appointed June 2021
Derek Purnell (Director)	Appointed June 2021
Christopher Rough (Hon Treasurer)	Appointed April 2020
Henry Sherman	Appointed July 2018
Jerome Stern	Appointed March 2019

Auditors
Harmer Slater Limited
Salatin House
19 Cedar Road
Sutton, Surrey SM2 5DA

Registered Office
Strawberry Hill House
268 Waldegrave Road
Twickenham TW1 4ST

Investment Management
Sarasin Investment Management
100, St Paul's Churchyard
London EC4M 8BU

Bankers
Barclays Bank
2 York Street, Twickenham TW1 4AG

Lloyds Bank
14, Heath Road, Twickenham TW1 3LE

THE STRAWBERRY HILL TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 DECEMBER 2022

Strawberry Hill Trust - Objectives and Activities

The Strawberry Hill Trust was formed in 2002 to restore Strawberry Hill House and Garden at 268 Waldegrave Road, Twickenham TW1 4ST and open it to the wider public. The objectives and purpose of the Trust, updated in 2021, are: 'the advancement of the education of the public and the advancement of the arts, culture and heritage by:

- preserving for the public benefit Strawberry Hill House, its historical, architectural and artistic heritage, its collection of paintings, furniture and other objects and its garden (together "the House") and by providing public access to the House on appropriate terms; and

- maintaining the House for the public benefit as a diverse cultural hub reflecting the enduring values of its creator, Horace Walpole, and his successors as owners, as an educational resource open to everyone and as a focus and venue for community activities of all kinds.'

The restoration of the eighteenth-century House and Garden was carried out with support from the Heritage Lottery Fund (HLF) (now the National Lottery Heritage Fund (NLHF)), the World Monuments Fund, English Heritage, the local community and several Trusts and Foundations. Approximately £10 million was raised and the house was reopened to the public in October 2010. In 2011 Strawberry Hill House won the Georgian Group Award for the best restoration of an 18th century Country House and the Europa Nostra Grand Prix Award for conservation in 2013. The full restoration, including the smaller rooms, was finally completed in Spring 2015.

The Trust seeks to balance the role of the House as a visitor attraction and accredited museum of national and international significance, with its importance to the local communities in and around the London Borough of Richmond upon Thames. Strawberry Hill House is a destination for visitors with a diverse range of national and international backgrounds, including students and enthusiasts with a passion for its unique historical, antiquarian, architectural and landscape attributes.

Strawberry Hill House and Garden aims to provide a programme of distinctive and entertaining events throughout the year, catering to a wide range of audiences and age groups. In addition, we offer a programme of learning and outreach tailored to the curriculum needs of schools and colleges. Strawberry Hill House also caters to the needs of local groups within the community, young and old, with learning difficulties and other disabilities.

Chairman's introduction

The Trustees of Strawberry Hill Trust are justifiably proud that Strawberry Hill House and Garden continues, post-pandemic, to offer an increasing range of informative and entertaining exhibitions and activities to a broad range of visitors and educational establishments. Some of these, and our key achievements and challenges during 2022, are set out below.

However, we are under no illusions that, without Government assistance, as well as support from the Arts Council, National Lottery Heritage Fund and private donors in the dark days of 2020 and since, we would have buckled under the strain of losing all our revenue streams and donations, virtually overnight. We know that there is work to be done to be able to weather future crises. We need to achieve critical mass and profitability in our core activities, visitor experiences and special events. We must also build long-term relationships with trusts, foundations and private donors, to improve significantly our ability to raise much-needed funding on a consistent basis, both in the UK and overseas, and build a financial cushion to see us through the inevitable periodic downturns in core operating revenue.

The Board of Strawberry Hill Trust believes that these essential goals can be achieved primarily through three specific initiatives. First, we must diversify our Board of Trustees, our in-house team and our volunteer force to reflect demographic changes and connect with the diversity of cultures, genders and abilities around us, to stimulate more interest in the increasingly varied range of activities that we put on at Strawberry Hill. This will bring new visitors and generate new ideas for using Strawberry Hill House as a backdrop for exciting new events and activities, which in turn will create new revenue streams.

Secondly, and commensurate with this effort to diversify our appeal, we must build relationships with like-minded institutions and constituencies, nationally and internationally, particularly across Europe, the United States and Asia, where we believe we can find many enthusiasts for the 18th century cultural revolution represented by Strawberry Hill House and Horace Walpole's pioneering work in gothic architecture, landscaping and literature. This will attract new sources of funding to support our work, especially in education and adult learning.

The third initiative that we are exploring is to find a long-term complementary partnership which will help give us sustainable critical mass, to make our (predominantly fixed) cost-base and capital expenditure programme more manageable, through good times and bad. Such a partnership will also allow us opportunities to increase the scale and variety of our events and learning activities, whilst sharing the cost of promoting them.

If we can achieve these goals in the coming years, and build a foundation of energetic support from Georgian enthusiasts, commercial partners, donors and quasi-government entities, we believe we will be able to look our supporters and those who are passionate about what we stand for in the eye and say "our future is secure".

Paul Kafka

Director's overview of trading conditions and environmental considerations

The UK visitor economy as a whole struggled throughout 2022 to reach pre-Covid visitor numbers despite signs of an encouraging upturn towards the end of the year. In particular, the ALVA report for 2022 highlights the strain placed by continuing visitor restrictions on operating resources and a resultant drain on reserves throughout the sector. Key factors were the continuing absence of overseas visitors (particularly from the Far East), owing to a combination of Covid, Brexit and the twin economic pressures of inflation and high energy prices.

Strawberry Hill was not immune to these pressures, to which we can add a reduced expectation of public sector funding for the south-east of England as a result of the Government's supposed "levelling up" agenda. 2022 was therefore a financially challenging year despite the achievements noted below.

Another Covid-related closure in December 2021 affected the peak Christmas period 2021/2, immediately impacting negatively some of our Budget assumptions for the early months of 2022. The year began in a mood of uncertainty as to how quickly our education, outreach and events programmes would be back up and fully running, but also in a spirit of optimism about our plans for the year.

The final further period of closure and national Covid restrictions came to an end in February, and we were able to reopen the House to visitors at the end of the month. We experienced a slow start for educational visits and group tours, but footfall picked up steadily through the year, with the return of school groups and larger group tours, and a full programme of visitor events. By September we were seeing increasing footfall in response to the variety of visitor events detailed below, with return visitors increasing from 20% to 40% over the year.

However, two factors created additional challenges to our Budget for 2022.

1) Unanticipated staffing issues led to under-resourcing of key functions, resulting particularly in significantly below-forecast fundraising. The shortfall in human resources inevitably placed additional strain on the Director and the team to meet the strategic commitments set out at the start of the year.
2) Ending our events and catering outsourcing contract – the necessary negotiation and transition period saw reduced revenues from this important area of activity.

Despite these challenges, the Strawberry Hill House team of Managers, Volunteers and Trustees maintains a strong feeling of optimism about the future. We have a programme of fascinating, if not unique, exhibitions planned through to 2025, and are developing innovative plans to boost our Events and Learning functions, engaging ever more closely with our communities and constituencies from all walks of life. Maintaining the House is a continuing challenge, especially since Horace Walpole did not expect it to last more than fifty years after his death. Here we are, however, over two hundred years later, breathing new life and energy into our wonderfully quirky architectural jewel, with high hopes to make an even greater contribution to the nation in the years to come.

Derek Purnell

Achievements and performance

When describing our activities and achievements, the Trustees are always mindful of the Charity Commission's guidance on Trustees' fiduciary responsibilities, the public benefit and the supplementary guidance on heritage and museums. Our major achievements, and an assessment of our performance as a Board in 2022, are detailed below.

1. Values, vision and mission statement

We followed up our successful Board Awayday in late 2021 with a half-day workshop in April 2022. This involved all members of the Board and in-house team, as well as representatives of our volunteers, who met to discuss and agree our key values, vision and mission statements. A Working Group was formed to finalise these statements:

a) Vision

Strawberry Hill House and Garden is the home of Gothic – inspiring the imagination through timeless stories of art, literature, architecture and landscape for today and future generations.

b) Values

Excellence, Inclusiveness, Creativity, Curiosity

c) Mission

Our mission is to ensure that Strawberry Hill House and Garden are financially and environmentally sustainable and places the highest importance on inclusiveness and trust in all aspects of our work. We strive to share our passion for the House and its contents, welcoming the widest possible audience and bringing enthusiasm, creativity and innovation to everything we do. We want to work wherever possible with partners and collaborators who share our values.

Further work was done with the team throughout the year to ensure these become embedded in all aspects of the work of the Trust.

2. 2022 programme of events

2022 saw the continuation of some online initiatives started during the pandemic, and the return of some established and successful favourites along with a refreshing array of new visitor events and exhibits.

January: The Thames Luminaries series of online lectures, organised in association with other historic properties along the Thames in Southwest London, continued over the winter of 2021-22. The Strawberry Hill contribution was an entertaining and informative talk by our Trustee, Dr Martin Postle, on JG Eccardt, one of Horace Walpole's favourite artists.

February: 'Live' LGBTQ+ tours reinstated.

March-June: Objects in Focus: The Grand Tour, the two Horaces and the Court of Florence (1740-1786) an exhibition exploring the friendship between Horace Mann and Horace Walpole, and their infatuation with Florence and the Medici, which included a display of paintings and objects, as well as the first edition of the Ruggieri's rare survey of the architecture of the city, originally owned by Horace Walpole and re-acquired by Strawberry Hill in 2021. The exhibition was accompanied by a series of three lectures, delivered online and in person:

Thomas Patch (1725–82): an English Artist in Florence.
by Hugh Belsey, Freelance Art Historian.
"A perfect character for the stage". Sir Horace Mann, British Envoy and Cavaliere in Florence. By Dr Giulia Coco, Art historian and curator at the Italian Ministry of Culture.

Cultural diplomacy in the Grand Tour between Rome, Florence and London: the role of Cardinal Alessandro Albani.

By Clare Hornsby PhD, FSA, Research Fellow in Art History, The British School at Rome and member of the Centro di Studi sulla Cultura e l'Immagine di Roma.

June: Hogarth on display William Hogarth's portrait of Horace Walpole as a 10 year-old child, commissioned by Sir Robert Walpole, went on permanent display, having been acquired primarily through the Acceptance in Lieu Committee of the Arts Council (AIL), and completed via a public fund-raising effort.

July-September: Objects in Focus: Pollock Theatres' Cardboard Gothic: Damsels, Demons and Heroes – a display of early 19th century Victorian miniature Toy Theatres from Pollock's Toy Museum. The fourteen theatres displayed throughout the House reflected Walpole's creation of each room as a miniature and imaginary world (a fantasy ancestral castle), and its use by successive Strawberry Hill owners as a setting for domestic theatre performances.

The display ended with the Pollock's Toy Theatre team presenting their theatrical and original version of The Castle of Otranto, written by Horace Walpole in 1764.

September: The Strawberry Hill Flower Festival, now in its fourth year, was held in association with Flowers from the Farm, an organisation championing artisan growers of local, seasonal British flowers, and sponsored by Savills Teddington.

Unveiling Gibbons' Cravats: Talk by SHT Trustee Dr Martin Postle and discussion in association with the V&A. Grinling Gibbons' wooden cravat was famously owned and worn by Horace Walpole when entertaining guests at Strawberry Hill.

October-November: The Thames Luminaries began a third series of online autumn lectures, which included a Strawberry Hill contribution given by Dr Alessandra Pino on 'Food in Gothic Literature'.

Hallowe'en and Twilight Tours re-commenced.

December: Christmas events and shop promotion.

We also ran a number of events for our Members, Patrons and Volunteers throughout the year.

Patrons were invited to previews of both Grand Tour, Pollock Theatres, Dulwich paintings and Flower Festival, and to a Frescobaldi wine tasting evening in July

We held a celebration event for Members in November, with Christmas drinks, live music and an introduction to the newly-acquired pictures from the Dulwich Picture Gallery.

Volunteers were invited to a Summer Garden Party in July, and Christmas Drinks in December.

We were also delighted to welcome our Royal Patron, HRH the Duke of Gloucester, who paid a visit to the House to see the Grand Tour Exhibition in April.

3. In-house team changes

Strawberry Hill has benefitted from a committed, enthusiastic and experienced in-house team for many years. This year, however, a number of long-standing team members stood down. We thank Sally Stratton as Education Manager and Val Beard as Events Manager for their many years of commitment and enthusiasm for the House and wish them all the best for the future.

We were also sad to see the end of Miriam Kleingeltink's conservation internship in November. We would like to acknowledge Miriam's considerable contribution to our conservation effort over the last two years and hope to call upon her expertise and experience of the House and its contents on an ad hoc basis as and when resources allow in the coming months.

As 2022 ended, we were well on the way to re-invigorating the team, welcoming Rachel Orme-Smith, who joined us from Polesden Lacey as Events Manager and Catia Rodrigues as Learning Manager from Royal Holloway College in February. We renewed our arrangement for PR and Marketing with Tracy Jones, who helped us generate significant national print and online press coverage in 2021 and 2022. We were also pleased to welcome Shrushti Jadhav, formerly a Strawberry Hill House intern from Kingston University, as a permanent member of staff.

As ever, we are also indebted to our wonderful team of volunteers who give so much time, energy and enthusiasm to many aspects of the House, from the Garden team, Room stewards and the Retail team to those who enable our programme of events to take place with so much enjoyment and success.

4. Building and promoting the Collection

In what was an operationally and financially challenging year, we are nevertheless pleased to report major progress on the Curatorial side which brought further energy and vitality to the House environment. Due to the ceaseless efforts of our Curator, Silvia Davoli, supported by our Director Derek Purnell, there were significant additions to our Collection. These were in addition to the Dulwich Picture Gallery and Jones (private collection) long-term loans secured at the end of 2021, which were finally hung across the House in 2022. It is hoped that these will stimulate increased interest in the House from visitors and donors as we develop the House's reputation as a museum and visitor attraction. We must emphasise our continued gratitude for the support of Lynn Fitzwater, which enables us to retain Silvia Davoli to work on the strategic development of the Collection. We must also record our gratitude to the John Murray Foundation for their funding of our state-of-the-art database of all the artefacts currently at Strawberry Hill House, as well as all those that were originally in Horace Walpole's 18th century collection.

Collection highlights in 2022 include:

a) Completion of the agreement with Christies to acquire the Hogarth painting of Horace Walpole as a child. This arrived in March, with support from the National Heritage Memorial Fund, and a crowdfunding campaign was launched through the Art Fund Art Happens project, which generated significant publicity and successfully covered the balance of payment not covered by the AIL due on the acquisition.
b) Acceptance of a gift from Lord and Lady Craufurd of a painting commissioned by Sir Robert Walpole of his daughter Catherine. This has recently been restored and is possibly the only known painting of Horace's sister Catherine.

c) Two further acquisitions under the Acceptance in Lieu (AIL) scheme; a silver-gilt and ivory tankard commissioned by Robert Walpole, and a self-portrait by Godfrey Kneller (Portrait of the Artist as a Young Man), both of which were previously in Horace Walpole's collection.
d) We were also offered permanent ownership through AIL of a third item from Walpole's original collection, the Fish Tub referred to in Thomas Gray's famous 1747 poem "Ode on the Death of a Favourite Cat, Drowned in a Tub of Goldfishes", and are delighted that it will be staying in the House following its period on loan in 2021.
e) We have also received some rare books as a donation following the closure of the Blavatnik Honresfield Library, including a first edition of The Castle of Otranto, several volumes that were in Walpole's collection, and books printed at the Strawberry Hill Press.
f) We also unexpectedly acquired four windows that were part of Strawberry Hill House prior to its restoration in 2010. They are now stored at Strawberry Hill, awaiting restoration when funding is available. Perhaps more importantly along with the windows, we also received a complete archive of the glass restoration project – a significant resource, covering every pane of glass in the house.

In response to these acquisitions, a major rehang of paintings at Strawberry Hill House was planned for January 2023, enhanced by upgraded lighting in our key historic rooms with the support of the Schroder family.

The research to establish the chosen database platform for our collection database was completed during the year. The migration of existing database to the new system has begun and will continue over the coming months. Following discussion with the Lewis Walpole Library in Connecticut it is likely that we will also host their database and together will provide access through the Strawberry Hill House website.

5. Events and Catering outsourcing arrangements

The value of our current arrangement was identified as a priority for review in our 2021 report, and our current arrangement with Bovingdons came to an end in July 2022. We continue to honour commitments made by them until the end of 2023, under a new contract agreed with them as a third-party supplier, and were pleased to welcome Grounded, a popular local supplier, as interim providers for our coffee shop until April 2023.

As noted above, we are exploring a range of different models for operating events in-house going forward, and a new Events strategy to be developed during the early months of 2023 is a priority for Rachel Orme-Smith.

6. Review of Learning and Outreach functions

In light of concerns about our post-pandemic business model, in 2023 we will also be developing new strategic approaches for our Learning and Outreach functions, spearheaded by our new Learning Manager Catia Rodrigues.

Board performance review

1. Financial factors

As noted in our 2021 Statements, our biggest challenge as a heritage site and charity is balancing the high cost of maintenance and operations against revenues in an increasingly challenging environment. The key factors

affecting our financial performance in 2022 have been noted above, and these issues were at the heart of our concerns as a Board throughout the year.

Mindful of our strategic priorities for 2022, we had, by March 2022, identified a heightened level of financial risk as a result of the delay in implementing our planned fundraising strategy, a risk which continued to cause concern as a result of further economic factors as the year progressed. These factors included:

a) The delay in taking up her post, and later period of extended sick leave for our newly-appointed Development and Fundraising Manager, who then left at the end of the year
b) The related decision not to proceed with our NPO application in light of resource pressures and reduction in opportunity for organisations in the South East because of the Government's apparent "levelling up" policy, but to focus scarce resources on other fundraising activities.
c) The headwinds arising from the termination of our events and catering outsourcing contract and the decision to bring this function in-house.
d) The rise in price inflation, and particularly the increase in energy costs, throughout the year

By the beginning of Q4 2022 it was apparent we were unlikely to meet our budget for the year, and this demanded an urgent review of our business model in order to set a meaningful and achievable budget for 2023 and beyond. This led to an extensive and detailed examination of our business, and how the Trust works, in light of the ongoing challenges of controlling costs while conserving the House and Garden and maintaining the resource required to fulfil strategic and operational priorities.

To help meet cashflow commitments the Board decided in October 2022 to draw down £50,000 from reserves. In budgeting for 2023 the Director was tasked with monitoring cashflow carefully throughout 2023, to ensure that no further drawdown from reserves would be required unless circumstances deteriorated further.

The ESG (Environmental, Social and Governance) Working Group continued to meet during 2022. After its review of current practice, the Group held a series of focused discussions, to produce an Action Plan in each of the three areas, and to prioritise key ESG actions for the remainder of the year.

By the end of the year, the ESG Group was able to note significant achievements in the implementation of sustainable operating practices in the House and Garden, although we are still working towards adopting the sector-specific audit tool from Julie's Bicycle to provide a baseline for environmental and sustainability actions going forward. The ESG Group noted resource issues (staff time) in this respect and agreed to prioritise this as a fundraising target for the beginning of 2023.

The Group reported disappointing progress in the Trust's strategic priority of focusing on diversity and inclusion in all aspects of its work. There were a number of reasons for this, including the above-mentioned human resources setbacks and fundraising challenges.

The ESG Working Group will continue to review and develop the Action Plan on an ongoing basis into 2023 and beyond.

2. Risk Management

The Trustees have considered the major risks to which the Charity is exposed and have reviewed the actions and procedures in place to manage and mitigate those risks. In addition to our ongoing focus on Health and Safety and Safeguarding, where we review our policies annually, the major risks to the Charity include a significant and sustained drop in visitor numbers, ability to reach fundraising and trading income targets, the impact of government policies, staff and volunteer recruitment and retention and the ever-present need to budget for sufficient capital expenditure to repair and conserve the fabric of the House and Garden. The risk register is updated quarterly and reviewed by the Director and reviewed by the full Board at six monthly intervals or sooner if circumstances require.

The Trustees consider that sufficient resources and systems are in place to continue operating for the foreseeable future.

Reserves Policy: The reserves policy agreed by the Trustees is to hold unrestricted and undesignated reserves of at least three months' expenditure in order to enable financial stability and to act as a safeguard against volatile and unpredictable income streams and unforeseen expenditure and/ or liabilities.

Financial Review

Consolidated Results 2022

The Trust realised a consolidated loss from operating activities in the year of £96,691.

The Trust's consolidated income for the year was £806,500 (2021: £662,935). This sum includes £231,256 of grants that were received from third parties specifically to acquire the William Hogarth painting (see further commentary below). Excluding this sum (in order to create a comparison with prior years), the consolidated income was £575,244. The principal sources of income for the Trust remain door admissions, café, shop, film and event hire, as well as income from donations, grants and legacies. In 2022 we were very pleased to benefit from a generous legacy of £74,000 bequeathed by Eileen Cynthia Fairhurst. Notwithstanding this, our operating income was less than budgeted and less than 2021, primarily due to income from fundraising being less than expected. Fundraising is covered further in a separate section of this report.

Expenditure for the year was £903,191 (2021: £618,449) but as explained above, £231,800 relates to the acquisition of the Hogarth painting, so leaving this aside, total expenditure came in at £671,391. The increase from 2021 reflects inflationary pressures on the Trust, primarily due to an increase in Staffing Costs with an increased headcount due to the hiring of a dedicated development manager and increased salaries.

The Trust suffered a mark-to-market loss of £38,634 on its investment in its Endowment Fund due to adverse movements in the financial markets. Overall, the Trust recognised an overall decrease in reserves during the year of £135,325.

The Hogarth Acquisition

During the year, the House team were integral to a successful fundraising to acquire the William Hogarth painting of Horace Walpole as a child from the Government Acceptance-in-Lieu scheme. The purchase price

for the painting was £230,000 which was subsequently financed through a £115,000 grant from the National Heritage Memorial Fund and a £116,256 grant from the Art Fund, the latter which included a public crowdfunding campaign arranged by Strawberry Hill House to raise donations from private donors. The grants received by the Trust were used to make a charitable contribution to The Strawberry Hill Collection Trust, which subsequently acquired legal title to the painting. We are pleased that the painting now hangs permanently at Strawberry Hill House.

For accounting purposes, the £231,256 grants which were given to the Trust to acquire the painting are included in these accounts as (restricted) fundraising income (see note 6), and the payment made to the agent of the seller to acquire the painting is shown as a donation to Strawberry Hill Collection Trust (see note 10).

Further Comments: Financial Outlook

During the year, a number of significant improvements were made to the visitor experience, including improvements to the Collection through both the acquisition of important new paintings and the borrowing of collections from other galleries, such as the Dulwich Picture Gallery. The economic benefits of this, through increased visitor numbers, increased demand for hires and events and a much-improved reputation are taking time to flow through.

Against this the cost base in maintaining and operating an historic property is relatively inflexible. Staffing costs, which represent 41% of our total costs, are required to keep the House open and running smoothly, to cover events and to maintain other sources of commercial income. Most of our other costs are property expenses including insurance, maintenance, power and heating.

It is clear that the Trust, as a heritage charity charged with maintaining and operating such an old historic building, will always struggle to cover its costs out of operating income alone and will therefore always be reliant on the generosity of benefactors and donors. It is evident that this is a difficult time for all charities, not just SHT, to raise such funds. In 2022 insufficient funds were raised to allow us to cover our operating costs (significant sums were raised for the acquisition of the Hogarth painting but this does not cover the day-to-day operating expenses of the Trust). At the end of 2022, therefore, the trustees began exploring strategic partnerships to focus our efforts on fundraising and building our reserves.

Investment policy and performance

The Trust's Expendable Endowment stood at £277,062 as of 31st December 2022 (£365,696 as of 31st December 2021). During the period, as noted above, £50,000 was withdrawn from the Endowment Fund to cover general expenditure and there was a mark-to-market loss of £38,634. The funds are invested with Sarasin Partners in a multi-asset fund specifically designed for charity endowments. Investment policy in respect of these funds remains that of striking a balance between generating income and maintaining capital value. Annual fees payable on the endowment totalled 0.90% of funds invested.

Strategic priorities for 2023

1. To secure the financial future of Strawberry Hill Trust by;
   - Continuing to build footfall figures and maximizing revenue per head from those visiting the House and Garden, including the shop and café.
   - Developing a planned and co-ordinated programme of fundraising, generating a steady flow of restricted and unrestricted funds which dovetails with and supports our short, medium and long-term operational strategies and our capital programme for maintaining the building. This will be achieved by increasing our resources and capacity dedicated to fundraising, including support and input from the Trustees and a significant part of the Director's time and effort.
   - Improving the profitability of our retail offer and building revenues from all our trading activities
   - Establishing a commercial catering/event contract and exploring and developing new income streams to enhance our existing offer
   - Developing partnerships/collaboration with organisations, institutions and/or third parties with similar interests and ambitions that will bring greater stability and long-term security

2. To maintain the fabric of Strawberry Hill House & Garden so that it presents an attractive destination and a safe environment for visitors, staff and volunteers by;

   - Maintaining and developing the Collection, with commensurate interpretation throughout the House to provide an ever-changing, stimulating and engaging experience that will stimulate and excite visitors and encourage repeat visits and recommendations to friends and colleagues
   - Exploiting the opportunities that the grounds and gardens present as a place of relaxation, enjoyment and learning

3. To evolve our Board, staff and volunteers to truly reflect the demographics of the communities we serve by;
   - Increasing the range of tailored and profitable events in the House and garden, expanding and, importantly, diversifying our appeal to different groups in our local community, with a focus on cultural diversity and improving health and welfare
   - Under the direction of our new Learning Manager and working with St Mary's University as well as other educational establishments in our area, reinvigorating our successful Education and Learning programmes, with more clearly defined objectives and outcomes, including covering our costs
   - Significantly raising and developing the profile and reputation of Strawberry Hill House and Garden, through sustained, planned and effective marketing and PR, focussing on our evolving offering and our pre-eminent role as a heritage destination and successful museum of art, architecture and landscape gardening.

Structure, Governance and Management

The SHT Board of Trustees is responsible for the overall direction and leadership of the charity. The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are

collectively referred to as the Trustees. As set out in the Articles of Association, the Trustees select the Chair of the Trust. A Director is also appointed by the Board and is responsible for the operational management of the Trust and, with the Board, for the long-term strategic direction of the organisation. The Director, who is also a Trustee, is the head of the paid staff and is also responsible for the volunteers who assist the Trust.

All Trustees give their time voluntarily and receive no benefit from the charity. Any expenses claimed from the charity are set out in the accounts. There were none in 2022. The Director receives no remuneration for his role as Trustee but is a paid employee of the Trust. The Charity Commission has approved this arrangement. The Trust has a Conflicts of Interest Policy and maintains a Register of Interests which Trustees are required to keep up to date on an annual basis.

Method of Recruiting and Appointing New Trustees

In line with best practice in the charity sector the Board operates a three-year rotation policy for Trustees. Three of the current trustees, Jerome Stern, Paul Kafka and Henry Sherman, resigned after their three-year terms expired this year, and were unanimously re-elected at the Board's AGM in June.

The Trust's policy has been to appoint Trustees who have expertise in particular aspects of the Trust's work, have a connection with previous owners of the House, or have general management experience at a senior level which is of value to the Trust in setting and overseeing its strategic direction. Candidates are first invited to meet Trustees informally to enable the Board and the candidate to determine an appropriate 'fit' with the ethos and vision of the Trust, with shortlisted candidates undergoing a more formal interview before an appointment is made, The Board's policy regarding recruitment of Trustees keeps very much in mind the requirements of the Governance Code for Small Charities regarding equality, diversity and inclusion.

Induction and Training of Trustees

Upon appointment Trustees are provided with information upon the constitution of the Trust and their role and responsibilities as charity Trustees, including the signature of a Trustee Code of Conduct. An Induction plan is drawn up for each new Trustee, and they are encouraged to engage with members of the team, particularly in their area of expertise, at the earliest opportunity. Trustees are made aware of the extensive and valuable guidance materials available on the Charity Commission's website and have new developments drawn to their attention.

Organisation Structure and the Management of the Trust

The Board of Trustees is responsible for oversight, guidance and fiduciary management of the charity. The Board may consist of up to 15 members. In 2022 we welcomed Robert Waiting as a new Trustee who brings educational and learning experience to the Board. There were eleven Trustees at 31 December 2022. At the time of writing, we are still seeking a Trustee with experience of conservation architecture and are also still looking to replace our US-based Trustee, who resigned in 2021.

The Board held five full Board meetings plus an AGM during 2022. In addition, we held five Trustee Review and Update (TRU) meetings involving all Trustees on a voluntary basis to review activity, consider pressing issues and support the Director on matters of importance for the Trust and the House. The frequency of TRU meetings in 2022 reflects the Board's concerns in relation to the financial position of the Trust, and their role and necessity will continue to be reviewed at regular intervals going forward.

The Director provides detailed reports to the Board at each meeting (full Board and TRU) on operational aspects, including monthly management accounts and key performance indicators of the House, thus ensuring that the charity remains focused on its stated charitable aims, and continues to be financially sound.

Following the in-depth evaluation of Board performance carried out in 2021, the Board continued to work on the priorities identified during the evaluation. Our new Articles of Association were adopted at the Board's AGM in June 2022. The reduction in the number of subcommittees is working well, with the Finance Committee meeting regularly before full Board meetings and providing written reports to the Board on issues arising since the previous meeting or over longer periods, as well as forward planning. The Garden Advisory Committee also got under way during the year and is working on a long-term strategy for the Garden as well as supporting the garden team and volunteers.

In addition to these two committees, in 2022 the Board formed two ad hoc Working Groups to implement the ESG Action Plan, and to review the Trust's Mission Statement and Values. All Working Groups involve representatives from Trustees, the in-house team and the volunteers, and this breadth of membership is already producing dividends in terms of successful outcomes for the different groups. The outcomes for these groups are reported elsewhere in these Statements.

The Trust is required to keep its staffing structure under review in order to ensure it is able to meet its short-term business objectives and the longer-term challenges of the future. The Trustees are required to ensure appropriate arrangements are in place to meet the Trust's obligations as an employer and for the health and safety of visitors, staff, volunteers and contractors. The Trust has a Safeguarding Policy and carries out checks on staff and volunteers who have substantial access to children and vulnerable people. In 2020 the Trust also reviewed its arrangements for the assessment and storage of data relating to staff, suppliers and customers, to ensure compliance with current GDPR requirements. All these arrangements are reviewed on a regular basis by the Director and staff, and the Board receives an annual report on these issues.

Relationships between the Charity and other Charities and Organisations

The Trust works closely with the independent charity **The Strawberry Hill Collection Trust**, (Company number: 06851597, originally incorporated in March 2009), a body established to hold nominal title in certain objects in the owned Collection of Strawberry Hill House. The relationship between SHCT and the Strawberry Hill Trust is formalised by a Management Agreement. This document and SHT's Collection Development Policy are in the process of being reviewed and updated to reflect the current and future needs and expectation of both trusts. The purpose of this review is to ensure clarity of roles and responsibilities of the separate Trusts to effectively harness the knowledge and skills towards a shared purpose and vision for Strawberry Hill House and Garden.

In order to meet its legal obligations, the Strawberry Hill Trust set up a trading company, Strawberry Hill House Trading Services ("SHHTS"), in 2011. This company carries out trading activities that are outside the charitable purpose of the Strawberry Hill Trust but which contribute to the enjoyment and financial sustainability of the House. It is a wholly-owned trading subsidiary of the Strawberry Hill Trust. There is an agreement between the Trust and the SHHTS that the latter will donate all its profits to the Trust. The staff who work on SHHTS activities are employed by the Strawberry Hill Trust but the trading company is responsible for meeting their salaries.

Auditors

Since its creation the Trust has had a full external audit of its affairs carried out to ensure that there is full transparency and public accountability. Harmer Slater Limited have been appointed as the Trust's auditor for 2022.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the Directors of The Strawberry Hill Trust for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.
In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business. The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

As far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

THE STRAWBERRY HILL TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 DECEMBER 2022

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. This report has been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (the SORP) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 relating to small entities. The Trustees have taken advantage of the small companies' exemptions provided by section 414B and 415A of the Companies Act 2006 from the requirement to prepare a strategic report and in preparing the Trustees' report on the grounds that the charitable company is entitled to prepare its accounts for the year in accordance with the small companies' regime.

Approved by the Trustees on 27th July 2023 and signed on their behalf by Paul Kafka, Chairman



THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Opinion

We have audited the financial statements of The Strawberry Hill Trust (the "Charity") and its subsidiary ("the group") for the year ended 31 December 2022 which comprise the Statement of Financial Activities (including income and expenditure account), the Consolidated and Company Balance Sheets, Statement of Cash Flows and Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 31 December 2022 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' (who are also directors of the Charity for the purpose of company law) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on pages 15-16), the Trustees, who are Directors for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with management, and from our cumulative audit knowledge and experience of the Charity and the knowledge of the charitable sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, Charities Act 2011, The Charities (Accounts and Reports) Regulations 2008 as well as data protection, money laundering and anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we identified laws and regulations which were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statements to disclosures and underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charities Commission, HMRC and other government bodies and analysing professional services and legal costs to ascertain if there have been instances of non-compliance with laws and regulations.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

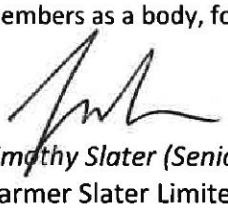
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Use of our report

This report is made solely to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the members as a body, for our audit work, for this report, or for the opinions we have formed.



Timothy Slater (Senior Statutory Auditor)
Harmer Slater Limited (Statutory Auditor)
Salatin House
19 Cedar Road
Sutton
Surrey SM2 5DA

Date: 27 July 2023

THE STRAWBERRY HILL TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2022** £	2021 £
Income and endowments from:						
Donations and legacies	6	108,856	307,072	-	**415,928**	339,423
Charitable activities	7	279,090	452	-	**279,542**	219,471
Other trading activities	8	111,028	-	-	**111,028**	104,039
Investments		2	-	-	**2**	2
Total income		498,976	307,524	-	**806,500**	662,935
Expenditure on:						
Raising funds	9	14,253	-	-	**14,253**	12,320
Charitable activities	10	543,083	293,296	-	**836,379**	554,030
Other trading activities	8	52,559	-	-	**52,559**	52,099
Total expenditure		609,895	293,296	-	**903,191**	618,449
Net (expenditure)/income		(110,919)	14,228	-	**(96,691)**	44,486
Transfers between funds	24	44,856	5,144	(50,000)	**-**	-
Net incoming resources before other recognised gains and losses		(66,063)	19,372	(50,000)	**(96,691)**	44,486
Other recognised gains:						
(Loss)/gain on investment assets	18	-	-	(38,634)	**(38,634)**	33,842
Net movement in funds		(66,063)	19,372	(88,634)	**(135,325)**	78,328
Reconciliation of Funds:						
Total funds brought forward		237,741	19,978	365,696	623,415	545,087
Total funds carried forward		**171,678**	**39,350**	**277,062**	**488,090**	623,415

All of the results derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 25 to 39 form part of these financial statements.

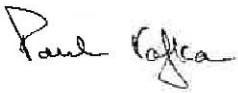
THE STRAWBERRY HILL TRUST

CONSOLIDATED AND COMPANY BALANCE SHEETS AS AT 31 DECEMBER 2022

	Notes	**Group 2022 £**	Group 2021 £	**Charity 2022 £**	Charity 2021 £
Fixed assets					
Tangible assets	14	**63,255**	75,101	**59,742**	73,929
Fixed asset investment	15	**-**	-	**100**	100
		63,255	75,101	**59,842**	74,029
Current assets					
Stock	16	**20,203**	24,940	**-**	-
Debtors	17	**173,254**	81,811	**230,754**	202,370
Current asset investments	18	**277,062**	365,696	**277,062**	365,696
Cash at bank and in hand		**90,890**	194,056	**54,656**	95,598
		561,409	666,503	**562,472**	663,664
Creditors: amounts falling due within one year	19	**(136,574)**	(118,189)	**(134,224)**	(114,278)
Net current assets		**424,835**	548,314	**428,248**	549,386
Total assets less current liabilities		**488,090**	623,415	**488,090**	623,415
Funds					
Unrestricted funds	21	**171,678**	237,741	**171,678**	237,741
Restricted funds	22	**39,350**	19,978	**39,350**	19,978
Endowment funds	23	**277,062**	365,696	**277,062**	365,696
Total funds carried forward		**488,090**	623,415	**488,090**	623,415

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved and authorised for issued by the Trustees on 27 July 2023 and signed on their behalf by:



– Paul Kafka, Chairman

The notes on pages 25 to 39 form part of these financial statements.

THE STRAWBERRY HILL TRUST

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	**Group 2022**	Group 2021	**Charity 2022**	Charity 2021
Net cash used in operating activities	28	**(146,632)**	**(59,808)**	**(87,482)**	**(149,277)**
Cash flows from investment activities:					
Interest income		2	2	2	2
Proceeds from sale of investments		-	-	-	-
Sale/(purchase) of investments		50,000	(20,000)	50,000	(20,000)
Purchase of tangible fixed assets		(6,536)	(8,652)	(3,462)	(8,652)
Cash received from/(used in) investing activities		43,466	(28,650)	46,540	(28,650)
Decrease in cash and cash equivalents		(103,166)	(88,458)	(40,942)	(177,927)
Cash and cash equivalents at beginning of year		194,056	282,514	95,598	273,525
Cash and cash equivalents at the end of the year:					
- Cash at bank		89,910	193,512	53,676	95,054
- Cash in hand		980	544	980	544
Total cash and cash equivalents at end of year		**90,890**	**194,056**	**54,656**	**95,598**

1 Accounting policies

The principal accounting policies are set out below. The accounting policies have been adopted consistently throughout the year.

Going concern

The trustees have considered a period of more than 12 months from the signing of these financial statements and consider that the charity will be able to continue operations for the foreseeable future. This is disclosed in more detail in note 2. These accounts are therefore prepared on a going concern basis.

Statement of compliance

The charity is a public benefit entity. These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (the SORP) including Update Bulletin 1 and in accordance with the Companies Act 2006 and Charities Act 2011, from which there were no material departures.

Basis of accounting

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

The functional currency of the charity is considered to be pounds sterling (£) because that is the currency of the primary economic environment in which the charity operates. The financial statements are presented in pounds sterling (£).

Judgements and key sources of estimation uncertainty

In the opinion of the Trustees there are no judgements or key sources of estimation uncertainty which could materially affect the financial statements.

Income and endowments

The principal policies on income and endowments are as follows:

- *Donations and legacies* – Donations and legacies are credited in the year in which they are receivable.
- *Grant income* - Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where grant income is rewarded specifically to cover expenditure of a future accounting period, then the grant income is deferred to that future period on the balance sheet as deferred income.
- *Interest receivable - Interest is credited in the year in which it is received.*

Expenditure

Costs relating to restoration of the building are recognised when incurred.

Expenditure on raising funds is costs incurred in attracting voluntary income.

Other costs include:

- *Governance costs* - those incurred in the governance of the charity's assets, primarily associated with constitutional and statutory requirements.
- *Support costs* – those incurred on central functions, allocated to activity cost categories on a basis consistent with the use of resources.

Fund structure

The funds held by the charity are either:

- *Unrestricted funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- *Endowment funds* – these are funds raised to be held long term with the purpose of providing investment income. The income from investing such funds is unrestricted.

Tangible fixed assets and depreciation

Tangible fixed assets are stated in the balance sheet at cost or, if gifted, at market value at the date of the gift, less subsequent accumulated depreciation and impairment losses.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Website development	25% on cost
Fixtures and equipment	10% on cost and 25% on cost

Stock

Stock is stated at the lower of cost and estimated net realisable value (selling price less costs to sell). Cost is determined using the first-in, first-out (FIFO) method.

Stocks are assessed for impairment and, if stocks are impaired, the carrying amount is reduced to its net realisable value and any impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash comprises cash on hand and held at bank.

Trade Debtors

Trade debtors are amounts due from customers for services performed in the ordinary course of business as well as grants for which conditions for recognition as income have been met but where the grant has not yet been paid.

Trade debtors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Trade Creditors

Trade creditors are obligations to pay for goods acquired or services received acquired in the ordinary course of business. Trade creditors are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss as they fall due over the period of the lease.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments

Fixed asset investments are accounted at historical cost.

Current asset investments are accounted at fair value. Any change in the fair value during the year is treated as profit or loss and is accounted for in the statement of financial activities as an increase or decrease in respective fund.

2 Going concern

2022 proved to be financially challenging for the Trust with income generated being insufficient to cover costs and therefore causing a reduction in carried forward reserves. It is expected that the undoubted improvements that have been made to the Collection and the House over the last two years will in time begin to be better reflected in increased commercial income and opportunities. The trustees also continue to explore strategic partnerships to improve the financial position and financial resilience of the Trust. On the basis of the level of unrestricted funds and consideration of the projected cash flows, the trustees believe the accounts should be prepared on a going concern basis.

3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

4 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

5 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, Strawberry Hill House Trading Services Limited, which operates the gift shop and organizes events and hirings. The summary financial performance of the charity alone is:

	2022 £	2021 £
Total income and endowments	**695,472**	558,896
Expenditure on:		
Raising funds	**14,253**	12,320
Charitable activities	**836,379**	554,030
Total expenditure	**850,632**	566,350
Net expenditure	**(155,160)**	(7,454)
Donations from Strawberry Hill House Trading Services Limited	**58,469**	47,305
Unrealised (loss)/gain on investment assets	**(38,634)**	33,842
Total funds brought forward	**623,415**	549,722
Total funds carried forward	**488,090**	623,415
Represented by:		
Unrestricted funds	**171,678**	237,741
Restricted funds	**39,350**	19,978
Endowment funds	**277,062**	365,696
	488,090	623,415

6 Income and endowments from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2022 £**	2021 £
Donations					
General donations	8,699	326	-	**8,699**	6,284
Lynn Fitzwater	-	10,056	-	**10,056**	9,759
Chris Sumner	-	-	-	**-**	2,890
Stephen Clark	500	-	-	**500**	-
Paul Kafka	200	-	-	**200**	-
The Pennycress Trust	-	5,000	-	**5,000**	-
Sir James Scott	1,000	1,000	-	**2,000**	-
Margaret Boulton	-	1,000	-	**1,000**	-
The Décor Cafe	-	-	-	**-**	150
Pope's Grotto Preservation Trust	-	-	-	**-**	2,332
Aegis	-	-	-	**-**	8,083
John & Anne Hornby	500	-	-	**500**	500
Valarie Pinnington	-	-	-	**-**	465
Gift Aid	10,815	-	-	**10,815**	8,195
	21,714	17,382	-	**39,096**	38,658
Legacies					
Sian Richards	540	-	-	**540**	11,734
Eileen Cynthia Fairhurst	74,000	-	-	**74,000**	-
Ann Sayer	2,602	-	-	**2,602**	-
	77,142	-	-	**77,142**	11,734
Grants					
The Arts Council	-	-	-	**-**	245,600
Historic England	-	-	-	**-**	25,000
ICON Conservation Grant	-	-	-	**-**	12,805
City Bridge Foundation		1,484	-	**1,484**	
National Heritage Memorial Fund	-	115,000	-	**115,000**	-
The Art Fund	-	116,256	-	**116,256**	-
The Pilgrim Trust	-	24,250	-	**24,250**	-
The John R Murray Charitable Trust	-	25,000	-	**25,000**	
Trinity Fine Art Ltd	6,000	-	-	**6,000**	
Savills UK Ltd	4,000	-	-	**4,000**	
Russell Cooke	-	-	-	**2,500**	2,500
Aegis	-	7,700	-	**3,126**	3,126
	10,000	289,690	-	**299,690**	289,031
	108,856	307,072	-	415,928	339,423

Income and endowments from donations, grants and legacies in 2021 was made up of £280,143 to unrestricted and £59,280 to restricted funds.

Included in the above are grants of £231,256 and donations of £7,000 from the Government Acceptance-in-Lieu scheme, which were for the purpose of acquiring the William Hogarth painting of Horace Walpole as a child. The painting was donated to the Strawberry Hill Collection Trust, as shown in note 10.

7 Income and endowments from charitable activities

	Unrestricted Funds	Restricted Funds	Endowment Funds	**2022**	2021
	£	£	£	**£**	£
Door admissions	119,624	-	-	**119,624**	66,066
Specialist tours	15,868	-	-	**15,868**	5,155
Events	1,271	-	-	**1,271**	6,330
Education	29,254	-	-	**29,254**	13,578
Tea Room	17,127	-	-	**17,127**	21,195
St. Mary's lease income	80,000	-	-	**80,000**	80,000
"Friends" subscription	4,342	-	-	**4,342**	4,911
Patrons membership	7,500	-	-	**7,500**	6,250
Garden sales	150	-	-	**150**	-
Job Retention Scheme	-	-	-	**-**	12,341
Miscellaneous income	3,954	452	-	**4,406**	3,645
	279,090	452	-	**279,542**	219,471

Income and endowments from charitable activities in 2021 was made up of £217,804 to unrestricted and £1,667 to restricted funds.

8 Income and endowments from other trading activities

Strawberry Hill House Trading Services Limited, incorporated in the United Kingdom, is a wholly owned subsidiary of The Strawberry Hill Trust.

Strawberry Hill House Trading Services Limited is responsible for the operation of the shop and hirings, both private and corporate. It pays all its profits to the charity by gift aid. A summary of the trading results is shown below:

	2022	2021
	£	£
Turnover	111,028	104,039
Cost of sales	(26,695)	(16,151)
Gross profit	84,333	87,888
Administrative expenses	(25,864)	(35,948)
Donations to Strawberry Hill Trust	(58,469)	(47,305)
Retained profit for the year	-	4,635
The assets and liabilities of the subsidiary were:		
Fixed assets	3,517	1,177
Current assets	139,228	125,179
Current liabilities	(142,645)	(137,756)
	100	100
Aggregate share capital and reserves	100	100

The income and expenditure of Strawberry Hill House Trading Services Limited is entirely attributable to unrestricted funds.

9 Expenditure on raising funds

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2022 £**	2021 £
Salaries and wages costs (note 12)	12,000	-	-	**12,000**	12,000
Hospitality costs	-	-	-	**-**	70
Fundraising	2,253	-	-	**2,253**	250
	14,253	-	-	**14,253**	12,320

Expenditure on raising funds in 2021 was made up of £12,320 from unrestricted funds and £Nil from restricted funds.

10 Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2022 £**	2021 £
Restoration and renovation costs	48,958	11,820	-	**60,778**	36,767
Donation to Strawberry Hill Collection Trust (note 6)	-	231,800	-	**231,800**	-
Curatorial	5,813		-	**5,813**	-
Salaries and wages costs (note 12)	188,263	49,676	-	**237,939**	189,621
Staff training	1,228	-	-	**1,228**	1,907
Advertising & marketing	26,287	-	-	**26,287**	6,569
Recruitment costs	925	-	-	**925**	6,070
Tour guides	1,375	-	-	**1,375**	2,145
Gardening costs	2,890	-	-	**2,890**	6,660
Other maintenance and repairs	80,238	-	-	**80,238**	117,369
Light and heat	17,754	-	-	**17,754**	15,704
Insurance	72,706	-	-	**72,706**	62,005
Rates	(2,687)	-	-	**(2,687)**	6,590
Computer and web expenses	8,361	-	-	**8,361**	7,575
Other administrative costs	52,454	-	-	**52,454**	52,262
Audit fee	6,665	-	-	**6,665**	5,533
Accountancy services	1,538	-	-	**1,538**	2,609
Legal and professional fees	1,103	-	-	**1,103**	3,946
Bank charges	10,902	-	-	**10,902**	7,833
Sundry	661	-	-	**661**	5,047
Depreciation	17,649	-	-	**17,649**	17,818
	543,083	293,296	-	**836,379**	554,030

Expenditure on charitable activities in 2021 was made up of £489,613 from unrestricted funds, £64,417 from restricted funds and £NIL from endowment funds.

11 Net income/(expenditure) for the year

	2022	2021
	£	£
This is stated after charging:		
Operating lease charges	**8,901**	6,675
Auditors remuneration:		
- Audit fees	**6,665**	5,533
- Other financial services provided by the auditor	**1,538**	2,609
Depreciation	**17,649**	17,820

12 Staff costs, trustee remuneration and expenses and key management personnel

	2022	2021
	£	£
Salaries and wages	**255,763**	205,661
Social security costs	**17,787**	13,183
Pension costs	**3,908**	2,755
	277,458	221,599

	2022	2021
	£	£
Expenditure on raising funds	**12,000**	12,000
Expenditure on charitable activities	**237,939**	189,621
Other administrative costs	**5,360**	1,713
Administrative expenses in trading activities	**22,159**	18,265
	277,458	221,599

Included in the above analysis are salaries and wages of £20,129 (2021: £16,841), social security costs of £1,613 (2021: £1,106) and pension of £417 (2021: £318) included within 'Other Trading Expenses', being employment costs borne by the subsidiary trading company (see note 8).

No employees had employee benefits in excess of £50,000 (2021: £50,000). Pension costs are allocated to activities in proportion to the related staffing costs incurred and £3,240 (2021: £2,308) was charged to unrestricted funds and £668 to restricted funds (2021: £130).

No trustees or persons connected with them received any emoluments in their role as Trustees from the Trust or its subsidiary. The trustees have received no reimbursement of individual expenses incurred for professional or other services provided to the charity during the period (2021: £Nil).

The charity employs a Director of Operations (the 'Director') with overall responsibility for the day to day operational management of the Trust. The 'Director' is also a Director and Trustee for the purposes of company and charity law. The Charities Commission has approved this arrangement. The 'Director' along with the other Trustees comprise the key management personnel. In addition to providing employment related accommodation, the following amounts were paid to the incumbent 'Director' under this arrangement:

	2022	2021
	£	£
Derek Purnell	**60,000**	60,000

13 Staff numbers

The average number of persons employed by the charity (including directors) during the year was 11 (2021: 9).

14 Tangible fixed assets

	Website Development £	Fixtures and Equipment £	Total £
Group			
Cost:			
At 1st January 2022	19,687	235,290	254,977
Additions	-	6,536	6,536
At 31st December 2022	19,687	241,826	261,513
Depreciation:			
At 1st January 2022	19,687	160,189	179,876
Provision for the year	-	18,382	18,382
At 31st December 2022	19,687	178,571	198,258
Net book value:			
At 31st December 2022	-	**63,255**	**63,255**
At 31st December 2021	-	75,101	75,101
Charity			
Cost:			
At 1st January 2022	19,687	223,265	242,952
Additions	-	3,462	3,462
At 31st December 2022	19,687	226,727	246,414
Depreciation:			
At 1st January 2022	19,687	149,336	169,023
Provision for the year	-	17,649	17,649
At 31st December 2022	19,687	166,985	186,672
Net book value:			
At 31st December 2022	-	**59,742**	**59,742**
At 31st December 2021	-	73,929	73,929

15 Fixed Asset Investments

The charity holds the entire shareholding, 100 shares of £1 each, of Strawberry Hill House Trading Services Limited which is incorporated in the United Kingdom. The activities and results are summarised in note 8.

16 Stock

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Stock held by subsidiary company at cost	**20,203**	24,940	**-**	-

17 Debtors

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Due from subsidiary	**-**	-	**45,744**	101,697
Trade debtors	**14,678**	8,566	**960**	7,734
Accrued income	**86,776**	22,996	**86,700**	22,920
VAT recoverable	**-**	866	**25,550**	21,512
Prepayments and other debtors	**71,800**	49,383	**71,800**	48,507
	173,254	81,811	**230,754**	202,370

18 Current Asset Investments

	Group	Charity
	2022	**2022**
	£	**£**
Listed investments:		
Carrying value (market value) at 1st January 2022	365,696	365,696
Accumulation	9,459	9,459
Loss on revaluation to market value	(48,093)	(48,093)
Total recognised gains and losses	(38,634)	(38,634)
Sale of investments	(50,000)	(50,000)
Carrying value (market value) at 31st December 2022	**277,062**	277,062

Total recognised gains and losses are the net of accumulation and loss on revaluation to market value. A loss of £38,634 was made in 2022 (2021 gain: £33,842).

19 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Trade creditors	**81,370**	33,843	**81,325**	32,999
Tax and social security	**-**	4,514	**-**	4,514
Deferred income (note 20)	**26,645**	61,082	**26,645**	61,082
Accrued expenditure	**19,374**	15,390	**17,977**	13,893
VAT	**813**	-	**-**	-
Other creditors	**8,372**	3,360	**8,277**	1,790
	136,574	118,189	**134,224**	114,278

20 Deferred income

Deferred income comprises:

- grants and donations received for salaries to be utilised over a set period and recognised as the salary cost is incurred
- unrestricted income collected for a specific or designated purpose and recognised when the purpose is fulfilled.

	Group	**Charity**
	£	**£**
Balance as at 1 January 2022	61,082	61,082
Movement in deferred income	(34,437)	(34,437)
Balance as at 31 December 2022	**26,645**	**26,645**

21 Unrestricted funds

2022	Balance at 1st Jan '22	Incoming Resources	Outgoing Resources	Transfers	Balance at Year 31st Dec '22
	£	£	£	£	£
General funds	237,741	387,948	(557,336)	103,325	**171,678**
Reserves of subsidiary	-	111,028	(52,559)	(58,469)	**-**
Total	237,741	498,976	(609,895)	44,856	**171,678**

2021 (comparative)	Balance at 1st Jan '21	Incoming Resources	Outgoing Resources	Transfers	Balance at 31st Dec '21
	£	£	£	£	£
General funds	221,916	497,949	(501,933)	19,809	**237,741**
Reserves of subsidiary	(4,635)	104,039	(52,099)	(47,305)	**-**
Total	217,281	601,988	(554,032)	(27,496)	**237,741**

21 Unrestricted funds (continued)

Name of fund	Description, nature and purposes of the fund
Designated funds	Unrestricted funds earmarked for specified use
General funds	The 'free reserves' after allowing for designated funds
Reserves of subsidiary	Reserves of the trading subsidiary included on consolidation

22 Restricted funds

2022	Balance at 1st Jan '22	Incoming Resources	Outgoing Resources	Transfers	Balance at 31st Dec '22
	£	£	£	£	£
Restoration fund	**15,952**	-	-	(15,952)	-
Hogarth Acquisition		238,256	(231,800)	(6,456)	-
Conservation	-	24,250	(11,878)		**12,372**
Curatorial	-	10,056	(13,674)	3,618	-
Feel Good Garden	-	9,510	(10,944)	1,434	-
John Murray - Database	-	25,000	(25,000)	25,000	**25,000**
Lecture Series	**2,500**	-	-	(2,500)	-
University Funded Projects	**1,526**	452	-	-	**1,978**
Total	**19,978**	307,524	(293,296)	5,144	**39,350**

2021(comparative)	Balance at 1st Jan '21	Incoming Resources	Outgoing Resources	Transfers	Balance at 31st Dec '21
	£	£	£	£	£
Restoration fund	**15,952**	-	-	-	**15,952**
Conservation	-	10,000	(11,745)	1,745	-
Curatorial	-	9,759	(9,982)	223	-
Heritage England – exterior	-	25,000	(29,854)	4,854	-
Feel Good Garden	-	11,901	(12,575)	674	-
Lecture Series	-	2,500	-	-	**2,500**
University Funded Projects	-	1,787	(261)	-	**1,526**
Total	**15,952**	60,947	(64,417)	7,496	**19,978**

Name of fund	Description, nature and purposes of the fund
Restoration fund	Funds for the ongoing restoration of the house
Hogarth Acquisition	Fund raised for acquisition of Hogarth painting
Conservation	Conservation intern
Curatorial	Curatorial salary
Feel Good Garden	Funds raised for monthly workshops for people living with dementia
John Murray - Database	Donation for database to catalogue the collection
University Funded Projects	Funds raised for workshops to support vulnerable students

23 Endowment funds

2022	Balance at 1st Jan '22 £	Incoming Resources £	Outgoing Resources £	Transfers £	Loss on Investment £	Balance at 31st Dec '22 £
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	**365,696**	-	-	(50,000)	(38,634)	**277,062**
Total	**365,696**	-	-	(50,000)	(38,634)	**277,062**

The balance of £277,062 includes £213,000 of matched funding received from the Heritage Lottery Fund. In certain circumstances for example, if the Charity ceases to operate, the matched funding may be repayable. The remaining £64,062 is made up of appreciation of the fair value of the investment and other donations received. This is non-returnable.

2021	Balance at 1st Jan '21 £	Incoming Resources £	Outgoing Resources £	Transfers £	Gain on Investment £	Balance at 31st Dec '21 £
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	311,854	-	-	20,000	33,842	**365,696**
Total	311,854	-	-	20,000	33,842	**365,696**

Name of fund	Description, nature and purposes of the fund
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	Contributions to the Endowment Fund are raised through donations to 'The Peacock Appeal' at Strawberry Hill House and augmented by transfers from unrestricted funds. This income is then matched by The Heritage Lottery Fund as grant income. This is an expendable endowment fund with an expectation from The Heritage Lottery Fund that the fund will be maintained for a minimum of 25 years.

24 Transfers between funds

There was a transfer of £5,144 to restricted from unrestricted funds during the year.

There was a transfer of £50,000 from endowment to unrestricted funds during the year.

25 Analysis of net assets between funds

2022	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	63,255	-	-	63,255
Current assets	218,352	65,995	277,062	561,409
Current liabilities	(109,929)	(26,645)	-	(136,574)
	171,678	39,350	277,062	488,090

2021 (comparative)	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	75,101	-	-	75,101
Current assets	219,747	81,060	365,696	666,503
Current liabilities	(57,107)	(61,082)	-	(118,189)
	237,741	19,978	365,696	623,415

26 Commitments under operating leases

The charity had the following annual commitments under non-cancellable operating leases:

	2022 £	2021 £
Operating leases which expire:		
Within one year	8,798	8,696
In two to five years	11,566	16,348
	20,364	**25,044**

The trading subsidiary had no additional non-cancellable operating leases and the above analysis therefore also represents the annual commitments under non-cancellable operating leases for the group. During the year £11,150 (2021: £8,966) of operating lease payments was recognised as an expense.

27 Trustees and other related parties

Trustees

Details of Trustee emoluments and expenses are disclosed in note 12.

The Trust received unconditional donations totalling £1,867 (2021: £1,867) from Trustees.

The Strawberry Hill Collection Trust

The Strawberry Hill Collection Trust ("SHCT") is a registered charity created to seek to identify, and return to Strawberry Hill House for display, objects that were formerly in it. On occasion, the Trust receives and pays out amounts on behalf of SHCT.

At the year end £Nil (2021: £1,432) was owed to the Trust by SHCT.

27 Trustees and other related parties (continued)

Strawberry Hill House Trading Services Limited

Strawberry Hill House Trading Services Limited ("SHHTS"), incorporated in the United Kingdom (company registration number: 07880487), is a wholly owned trading subsidiary of the Trust. Its activities and results are summarised in note 8. At the year end £45,744 was owed to the Trust by SHHTS (2021: £101,697).

28 Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Net movement in funds	**(135,325)**	**78,328**	**(135,325)**	**73,693**
Adjustment for:				
Depreciation	**18,382**	**19,023**	**17,649**	**17,820**
Loss/(gain) on investment	**38,634**	**(33,842)**	**38,634**	**(33,842)**
Deduct income from investments	**(2)**	**(2)**	**(2)**	**(2)**
Decrease in stock	**4,737**	**6,432**	**-**	**-**
(Increase) in debtors	**(91,443)**	**(16,695)**	**(28,384)**	**(94,852)**
Increase/(decrease) in creditors	**18,385**	**(113,052)**	**19,946**	**(112,094)**
	(146,632)	**(59,808)**	**(87,482)**	**(149,277)**

29 Other financial services provided by the auditors

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the payroll and financial statements as well as ad hoc advice on a consultancy basis. A breakdown of these fees is provided in note 11.

THE STRAWBERRY HILL TRUST

England & Wales - Charity number 1095618

Accounts

Reference and Administrative Details

The Strawberry Hill Trust is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.
Charity number: 1095618; Company number: 4516140.
It was originally incorporated in August 2002.

The trustees that acted during the year and subsequent to the year-end were as follows:

Trustees/Directors	Appointment/Resignation
Pim Baxter, OBE	Appointed January 2020
Lynn Beard (Charity Secretary)	Appointed October 2019
Xenia Carr-Griffiths	Appointed October 2019
Paul Finucane	Appointed September 2020
Paul Kafka (Chair)	Appointed March 2019
Janice Meehan (US)	Appointed March 2020, resigned September 2021
Martin Postle	Appointed June 2021
Derek Purnell (Director)	Appointed June 2021
Christopher Rough (Hon Treasurer)	Appointed April 2020
Henry Sherman	Appointed July 2018
Jerome Stern	Appointed March 2019

Auditors
Harmer Slater Limited
Salatin House
19 Cedar Road
Sutton, Surrey SM2 5DA

Registered Office
Strawberry Hill House
268 Waldegrave Road
Twickenham TW1 4ST

Investment Management
Sarasin Investment Management
100, St Paul's Churchyard
London EC4M 8BU

Bankers
Barclays Bank
2 York Street, Twickenham TW1 4AG

Lloyds Bank
14, Heath Road, Twickenham TW1 3LE

Objectives and Activities

The Strawberry Hill Trust was formed in 2002 to restore Strawberry Hill House and Garden at 268 Waldegrave Road, Twickenham TW1 4ST and open it to the wider public.

The objectives and purpose of the Trust, originally set out in its 2002 Memorandum and Articles of Association, were revised and updated in 2021 as part of a major review of the Trust, its governance and performance. The details of this review are elaborated further later in this Report. The new Objects of the Trust are:

'the advancement of the education of the public and the advancement of the arts, culture and heritage by:

- preserving for the public benefit Strawberry Hill House, its historical, architectural and artistic heritage, its collection of paintings, furniture and other objects and its garden (together "the House) and by providing public access to the House on appropriate terms; and

- maintaining the House for the public benefit as a diverse cultural hub reflecting the enduring values of its creator, Horace Walpole, and his successors as owners, as an educational resource open to everyone and as a focus and venue for community activities of all kinds.'

The restoration of the House and Garden was carried out with support from the Heritage Lottery Fund (HLF) (now the National Lottery Heritage Fund (NLHF)), the World Monuments Fund, English Heritage, the local community and several Trusts and Foundations. Approximately £10 million was raised and the house was re-opened to the public in October 2010. In 2011 Strawberry Hill House won the Georgian Group Award for the best restoration of an 18th century Country House and the Europa Nostra Grand Prix Award for conservation in 2013. The full restoration, including the smaller rooms, was finally completed in Spring 2015.

The Trust seeks to balance the role of the estate as a visitor attraction and accredited museum of national and international significance, with its importance to the local communities in and around the London Borough of Richmond upon Thames. Strawberry Hill House is a destination for visitors with a diverse range of national and international backgrounds, including students and enthusiasts with a passion for its unique historical, antiquarian, architectural and landscape attributes.

Strawberry Hill House and Garden aims to provide a programme of distinctive and entertaining events throughout the year, catering to a wide range of audiences and age groups. In addition, we offer a programme of learning and outreach tailored to the curriculum needs of schools and colleges. Strawberry Hill House also caters to the needs of local groups within the community, young and old, with learning difficulties and other disabilities. A particular success has been the development of the Feel Good Garden project for those living with dementia, as well as teacher training opportunities and education activities for pupils across South West London.

Along with the rest of the heritage sector, the work of the Trust has been severely impacted over the last two years by the many restrictions arising from the Covid-19 outbreak in March 2020. These challenges, described in our 2020 Annual Report, persisted throughout 2021 and into 2022, beginning with an extended period of closure lasting until the middle of May 2021. As the vaccination programme was rolled out, and government restrictions gradually lifted, we were able to remain open, giving us the opportunity to implement at least some of our planned programme for the year, until yet another period of closure due to the Omicron variant in the immediate pre-Christmas 2021 period.

For these reasons, it has yet again not been possible this year to generate sufficient revenues from our core activities, and, as last year, we have relied on various sources of Government support and other forms of recovery funding to sustain us. The SHT Board of Trustees has, however, been able to work on the longer-term planning set in place last year. After a year of great change in 2020, the Board enjoyed a period of stability in 2021, despite the continued disruption, enabling us to embark on a programme of review and renewal in many aspects of the work of the Trust. These are detailed below.

Achievements and Performance

When describing our activities and achievements, the Trustees are always mindful of the Charity Commission's guidance on Trustees' fiduciary responsibilities, the public benefit and the supplementary guidance on heritage and museums. Our major achievements, and an assessment of our performance as a Board in 2021, are described below.

Sustainability through the pandemic: As 2021 began the House was closed, with considerable uncertainty as to when we might be able to open again. The Steering Committee, a group of Trustees formed in 2020 to support the Director while the in-house team was furloughed, continued to meet at least every two weeks, with the aim of moving forward wherever possible with some of the ambitious plans we had embarked upon the previous year.

We were successful in attracting some substantial filming projects and photoshoots to the House while it was closed, enabling us to offset some of the losses incurred on our curtailed visitor programme.

We continued to review our comprehensive Risk Assessments to ensure that Strawberry Hill House and Garden remained a Covid-secure site, and that it would be fully compliant with changing Government guidelines when we re-opened. Apart from a short period of closure during a major filming project, our garden was open to the public throughout, offering a free-to-access quiet space for rest and reflection for our local communities.

During the early months of closure we continued to develop our online visitor offering, which had proved popular in 2020, including participation in a second series of the successful Thames Luminaries online talks

organized in association with neighboring historical properties in South West London. We were able to deliver our 2021 programme of LGBTQ+ tours online in February, consolidating the success we had achieved with our first programme of 'in person' LGBTQ+ tours held at the House in February 2020. We also ran a popular online exhibition on our website based on the AHRC Jewish Country House Project, focusing on the Jewish aspects of the life of the House in the nineteenth and early twentieth centuries. It is hoped that we will be able to develop this project into some 'live' events in 2023

Building the Collection: Our long-term aim is to fulfil our potential as an Accredited Museum and ensure that our Collection is as much a draw as the House itself. Advised by the renewed Board membership of the Strawberry Hill Collection Trust our aim is always to restore as much as possible of Horace Walpole's original collection of art and artefacts to the House. However, we have to be realistic. Much of Walpole's Collection is now permanently housed at the Lewis Walpole Library in Yale. Yet more of the Collection was dispersed into private hands in the Great Sale of 1842 and has not seen the light of day since. We have therefore taken the strategic decision to augment what we have, and what we might come by in the future, by adding appropriate items from Horace's time as well as those that can be connected to the Walpole family, to the display in the House, to give visitors as full an experience as possible of how Horace's home actually felt in the second half of the 18th century. From time to time we may also take the opportunity to add items connected to the subsequent owners of the House, Frances Lady Waldegrave and the Stern family.

We are delighted to have attracted some important additions to our Collection during the year. In particular we welcomed back one of the pieces from Horace Walpole's original Collection, a picture of Catherine de Medici and her children by Clouet, received through the HMRC Acceptance in Lieu (AIL) scheme. Installed in pride of place in our renowned red and gold Gallery, this formed the focus for our reopening 'story' in May. We also received several important items on loan, to be displayed in our ongoing 'Objects in Focus' programme after reopening, and towards the end of the year received a significant loan of over fifty 18th century paintings from Dulwich Picture Gallery, giving the Strawberry Hill Collection a great impetus as we enter 2022.

Thanks to support from the Radcliffe and Pilgrim Trusts we were able to continue with our conservation intern to help with preventative conservation of the Collection at the House. We also appointed as Curator Dr Silvia Davoli, whose knowledge and experience of the House and Collection in her role as curatorial adviser in recent years have been of huge support. We are grateful for the continued support of Lynn Fitzwater in funding this post.
Silvia's work in helping to accelerate the growth of our Collection, and creating an online database (generously funded by the John R Murray Charitable Trust) to manage its future development, is already paying dividends.

The development of our Collection has continued in 2022, most notably with the acquisition of a rare and important portrait by William Hogarth of Horace Walpole as a child, partially crowd-funded through a public appeal via the Arts Fund's *Art Happens* campaign.

Onwards and upwards: We reopened the café to the public in April, and the House was fully open from 17th May until the decision to close again before Christmas. We were successful in promoting the arrival of the Catherine de Medici painting in the national press on re-opening, with a pleasing response from the visiting public and supporters. During June, as part of the annual LGBTQ+ Pride celebrations, we installed Kleanthis Kyriakou's sculpture *A Monument to Strawberry Hill*, and in July a major clean and condition check of Walpole's famous library at Strawberry Hill was undertaken. We were also delighted to run our annual Flower Festival 'live' in October, sponsored by Russell-Cooke, with a theme of sustainability. This sold-out event attracted over 1000 visitors during the three-day festival.

As the autumn nights drew in, we were able to reinstate our popular Twilight and Hallowe'en tours of the House, albeit still with restricted numbers due to Covid, and to hold our Christmas Craft Fair in the House once again. We also embarked on our plans for an ongoing series of 'Objects in Focus', starting with the Chinese ceramic Goldfish Bowl owned by Walpole and immortalized in Thomas Gray's *Ode to the Death of a Favourite Cat Drowned in a Tub of Goldfishes*. In the autumn the series continued with a celebration of sculptress Anne Damer, with rarely seen examples of her work shedding light on Walpole's talented goddaughter.

In terms of visitor numbers, therefore, May-December 2021 figures were encouraging, with nearly 7000 visitors, despite the need to restrict numbers of visitors inside the House. A thorough review and restocking of our shop led to a vastly improved retail offer, which improved our spend per visitor, particularly in the pre-Christmas period.

Our core private events business was again impacted by Covid-19 restrictions in the first half of the year, but the lifting of these in July saw a welcome return of bookings, particularly small weddings. Our Community Outreach and Learning activities were also put on hold until the start of the new academic year in September, but we saw the release of considerable pent-up demand in these areas towards the end of the year.

The team and volunteers: The team's return from furlough was staggered across the first three months of the year, but all were back in place by the end of March. Our former Finance Manager left over the summer, and we were pleased to welcome Jade Fletcher to this position in September. The Board also made the important decision towards the end of the year to advertise for a new Development Manager, reflecting the importance attached to fundraising in the coming years. Our new Development Manager begins work in April 2022.

We were also delighted that most of our much-valued team of volunteers returned after the closures, enabling us to maintain the quality and style of our former visitor experience, ensuring the garden remains fully maintained, and contributing to the feel and welcome for which we are noted.

Since reopening in May, the energy and work of our Communications Manager, Bethan Wood and newly-appointed PR/Media consultant, Tracy Jones, have enabled us to improve our profile in both local and

national media significantly during 2021 with the acquisition and promotion of the Catherine de Medici portrait, the 'Objects in Focus' series and the Flower Festival. We plan to continue this important aspect of our work to enable us to compete more effectively within the heritage sector in the coming months.

Performance review

As forecast in 2020, we have taken the opportunity to review all aspects of our activities, constitution and relationships, with a particular focus on the twin pillars of financial stability and governance. These achievements are reviewed in detail in the sections on Finance and Governance which follow, but can be summarized as follows:

- formal adoption of the *Governance Code for Small Charities*, which sets out working aims and targets in seven key aspects of charity governance
- review and update of our Articles of Association
- completed a formal Board Effectiveness Review
- completed a formal Chair Effectiveness Review
- full review and update of the Trust's policies
- a second Board Awayday, involving both the Board of Trustees and the in-house team, to review burning issues from the previous Away Day, to look at current challenges and to consider the priorities to be taken forward. The day was facilitated in a *Time to Think* environment allowing all those present to equally contribute to the discussions.

ESG Statement: During 2021 the Board established a Working Group consisting of Trustees, Staff and Volunteer representatives to review its current practices in environmental sustainability, social inclusion and governance (ESG). The first step was a thorough review of practices in all three areas, with the aim of establishing a set of priorities and an Action Plan in early 2022. We plan to use the sector-specific audit tool from Julie's Bicycle for our environmental and sustainability actions, and as noted above, have adopted the *Governance Code for Small Charities* as the basis for audit for our management and governance practices. This method of working, involving staff, volunteers and trustees, is an important 'first' for the Trust.

The early work of the group shows we have made good progress in many of these areas, and our immediate priority for action in 2022 will be to focus on issues of diversity and inclusion, at all levels, which will underpin our approach to all aspects of our work for years to come.

Risk Management: The many unforeseen issues that arose around the Covid-19 pandemic created significant challenges for our management of risk, and highlighted the need for a strong and dynamic Risk Management policy. This necessitated a thorough review of all the standard categories of risk normally considered by a Board such as ours. Conventionally, a Risk Register would include: Health and Safety of staff, volunteers and visitors, safeguarding, deterioration of the building and estate, business continuity, recruitment of staff, volunteers and Trustees and financial solvency. We therefore decided in 2020 to take a much more pragmatic approach and agreed a significantly-changed Risk Register and priorities, with a policy of continuous review of all risks going forward.

In 2021, we continued our system of regular 'deep dive' reviews of different sections of the Register on a three-monthly basis to ensure that they are assessed at the correct level, and that any necessary action can be promptly identified and taken.

During 2021 internal and external risks were well contained with mitigating action put in place wherever possible. Whilst internal risks tend to be more easily identified and managed, the external risks of the impact of Covid and increases in energy costs continue to bring challenges.

Reserves Policy: The reserves policy agreed by the Trustees is to hold unrestricted and undesignated reserves of at least three months' expenditure in order to enable financial stability and to act as a safeguard against volatile and unpredictable income streams and unforeseen expenditure and/ or liabilities.

Financial Review

Consolidated Results 2021

The Trust's consolidated income for the year was £662,935 (2020: £496,830). The principal income sources for the Trust remain door admissions, café, shop, film and event hire, as well as income from donations and grants. Our commercial income continued to be impacted by the pandemic throughout 2021, and we are grateful for the continued support of the Government and the Arts Council. In particular the income figure above included a grant of £200,600 awarded from the Culture Recovery Fund in October 2020 (which was intended to cover costs during the third lock-down from January to March 2021) and accordingly was brought into account in these 2021 accounts rather than in 2020. We also received further Government support through the Job Retention Scheme, and £25,000 from Historic England to repair the historic pinnacles on the House. We also remain grateful for support from our private donors.

Expenditure for the year was £618,449 (2020: £534,916). The increase from 2020 is more reflective of lower operating costs in 2020 as the House was closed for significant periods of time due to Covid. Expenditure at this level was in line with budgets and consistent with the costs of maintaining and operating the House.

The Trust made a consolidated profit for accounting purposes of £44,486. As mentioned, this was primarily as a result of the grant from the Culture Recovery Fund.

The Trust increased its investment in its Endowment Fund by £20,000 arising from a legacy received in late 2020, and also enjoyed a mark-to-market gain of £33,842 on its investment as a consequence of positive market returns. Overall, the Trust recognised an overall consolidated increase in funds during the year of £78,328.

Further Comments: The House is iconic but the cost base in maintaining and operating a historic property is relatively inflexible. Almost 36% of our costs relate to staff who are required to keep the House open and running smoothly, and to cover events and maintain other sources of commercial income. Most of our other costs are property expenses that arise from maintaining and operating such a historic property, including insurance, maintenance, power and heating.

The trustees spent much time in 2021 exploring and examining both existing and potential new income sources as well as improving the experience of visitors by significant improvements in the quality of the Collections held at the House. The economic benefits arising from this transformation should be felt in 2022 and beyond. We have also recently taken the decision to move the management and operation of Events back in-house, which should improve commercial income from 2023 and beyond.

Despite this, it is clear that SHT as a heritage charity charged with maintaining such an old historic building will always struggle to cover its costs out of operating income alone and will therefore always be reliant on the generosity of benefactors and donors. After much discussion, in April 2022 the trustees decided to make an investment in hiring a dedicated Development Manager who will professionalise our fundraising activities and reach out to both existing and new potential benefactors.

Investment policy and performance 2021

The Trust holds restricted sums arising from grants and donations earmarked for future specific commitments. The Trust's Expendable Endowment stood at £365,696 as at 31 December 2021 all of which was invested with Sarasin Partners in a multi-asset fund specifically designed for charity endowments. Investment policy in respect of these funds remains that of striking a balance between generating income and maintaining capital value. Annual fees payable on this endowment totalled 0.90 % p.a. of funds invested. In 2021 there was a mark-to-market gain on investments of £33,842 (2020: gain of £10,889) as well as a new £20,000 investment arising out of a legacy.

Plans for Future Periods

The primary purpose of the Strawberry Hill Trust since its formation has been to present the restored House and Garden, and the Collection, to the widest possible public, with special focus on the provision of activities to benefit the local community.

The Board and staff are mindful that our future, post-Covid, lies in the successful transition from being a restoration project to being a sustainable business, less reliant on gifts and grants, and more commercially efficient in running its activities. Looking forward, it is expected that the long-term implications of Covid-19 will still see us generating less operating income than would otherwise have been the case. Notwithstanding, our aim is to cover an increasing proportion of our operating costs from operating income for 2021 and beyond.

To this end, and after the appointment of a new Director, we now have in place an agreed Vision and Strategy to take us forward to 2023 and beyond. The strategic priorities of this are:

1. To rebuild footfall figures after the pandemic, and to maximize revenue per head from those visiting the House and Garden, including the shop and café
2. To continue to develop the Collection and its interpretation so as to provide a stimulating and engaging visit to the house that will encourage repeat visits and recommendation to friends and colleagues
3. To expand and, importantly, diversify our appeal to different groups in our local community, with a focus on cultural diversity and improving mental health
4. To develop our well-established and popular schedule of events and ensure a high quality and profitable programme of attractions throughout the year
5. To review our current catering/event contract and to seek out and develop new income streams to enhance our existing offer
6. To build on recent developments to our retail offer and continue to build revenues from this activity
7. The further development of our successful Education and Learning programmes across the area, with more clearly defined objectives and outcomes
8. To develop a sustained programme of fundraising for restricted and unrestricted funds by increasing resources/capacity devoted to this activity
9. To significantly raise and develop the profile and reputation of Strawberry Hill House and Garden, through effective marketing and PR, as a heritage destination and successful museum of art, architecture and landscape gardening
10. To develop and augment our unique collection of artefacts connected to the lives and times of Horace Walpole, Lady Frances Waldegrave and the Stern family, the owners of Strawberry Hill House from the 18th to the 20th centuries.

We have seen further, although fewer, significant changes to the membership of the Board in 2021, bringing new focus and skills which will enable us to execute on our Vision and Strategy and ensure the future of Strawberry Hill House for the long-term. Under the leadership of Derek Purnell, our Director, we have taken the opportunity that the reduced operation during the pandemic has given us to review all aspects of our business, and to establish a more commercial business model for the House going forward.

As detailed above, during 2021 the House was fortunate in garnering further Covid-related Recovery grants from the Arts Council of England and the National Lottery Heritage Fund. With the breathing space that this welcome financial support has given us, the Board is satisfied that Strawberry Hill Trust will continue as a going concern, and will maintain Strawberry Hill House and Garden on a secure and sustainable financial footing.

Structure, Governance and Management

The SHT Board of Trustees is responsible for the overall direction and leadership of the charity. The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. As set out in the Articles of Association, the Trustees select the Chair of the Trust. An overall 'Director' is also appointed by the Board and is responsible for the operational management of the Trust and, with the Board, for the long-term strategic direction of the organisation. The Director, who is also a Trustee, is the head of the paid staff and is also responsible for the volunteers who assist the Trust.

All Trustees give their time voluntarily and receive no benefit from the charity. Any expenses claimed from the charity are set out in the accounts. There were none in 2021. The Director receives no remuneration for his role as Trustee but is a paid employee of the Trust. The Charity Commission has approved this arrangement. The Trust has a Conflicts of Interest Policy and maintains a Register of Interests which Trustees are required to keep up to date on an annual basis.

Method of Recruiting and Appointing New Trustees

In line with best practice in the charity sector the Board operates a three-year rotation policy for Trustees, although it voted to override this requirement again in 2021 in view of the high level of change to the Board and the primary need for stability during this difficult period.

The Trust's policy has been to appoint Trustees who have an expertise in particular aspects of the Trust's work, have a connection with previous owners of the House, or have general management experience at a senior level which is of value to the Trust in setting and overseeing its strategic direction. Following an initial interview, candidates are invited to meet Trustees informally to enable the Board and the candidate to determine an appropriate 'fit' with the ethos and vision of the Trust. The Board's policy regarding recruitment

of Trustees keeps very much in mind the requirements of the *Governance Code for Small Charities* regarding equality, diversity and inclusion.

Induction and Training of Trustees

Upon appointment Trustees are provided with information upon the constitution of the Trust and their role and responsibilities as charity Trustees, including the signature of a Trustee Code of Conduct. An Induction plan is drawn up for each new Trustee, and they are encouraged to engage with members of the team, particularly in their area of expertise, at the earliest opportunity. Trustees are made aware of the extensive and valuable guidance materials available on the Charity Commission's website and have new developments drawn to their attention.

Organisation Structure and the Management of the Trust

Our Board of Trustees, reconstructed and upgraded in the past three years, has worked effectively together through the challenges of the pandemic to support the Director and his operating team.

The Board of Trustees is responsible for the overall direction and leadership of the charity. The Board may consist of up to 15 members. In 2021 we welcomed Martin Postle as a new Trustee bringing valuable curatorial experience and in early 2022 we have welcomed Robert Waiting as a new Trustee who brings educational and learning experience to the Board. There were nine Trustees at 31st December 2021. At the time of writing, we are seeking a Trustee with experience of conservation architecture, and will also be looking to replace our US-based Trustee, who resigned in 2021.

The Board held four full Board meetings plus an AGM during 2021.

The Steering Committee of five Trustees, formed to ensure continuity through the pandemic months, continued to meet every two weeks until June, after which it was felt appropriate to 'normalise' our governance again. The Steering Committee was suspended pro tem, but, recognising that we are still in a volatile situation, it was replaced by a regular Trustee Review and Update (TRU) forum involving all Trustees which meets informally between Board meetings to review activity and pressing issues and support the Director on matters of importance for the Trust and the House. The role and continued necessity of TRU meetings will be reviewed at regular intervals going forward.

The Director provides detailed reports to the Board at each meeting (full Board and TRU) on operational aspects, including monthly management accounts and key performance indicators of the House, thus ensuring that the charity remains focused on its stated charitable aims, and continues to be financially sound.

Following major changes to our team of Trustees in 2020, the Board set out in 2021 to review and update its procedures and practices of governance in line with its strategic vision for the future as expressed in the Three-Year Plan approved at the end of 2020.

We carried out a Board Effectiveness Review and Chair Evaluation at the start of the year. All Trustees contributed to these, and the outcomes were used to adopt a series of priorities for the immediate and longer-term future, and some of these are detailed below. We plan to repeat this exercise every two years.

At the start of the year the Board also agreed the formal adoption of the *Code of Governance for Small Charities* which sets out good practice in seven major areas of governance. We used the Code's audit tool to review all aspects of our governance and management practice and establish a set of priorities for the coming year. This also tied in with our work on ESG, which began towards the end of the year.

In response to these review activities, our first step was a thorough review and update of our Memorandum and Articles of Association, which had remained unchanged since 2002. The new Articles of Association received approval from the Charity Commission at the end of 2021 and will be adopted by the Board at our 2022 AGM in June.

We also introduced a Code of Conduct for Trustees, and embarked on a review of our values, which will involve Trustees, the in-house team, and representatives of our volunteer body.

During 2021, following the Board Effectiveness Review, the Board decided to reduce the number of sub-committees. In addition to the TRU, the Board now delegates to the Finance Committee, which provides written reports to the Board on issues arising since the previous meeting or over longer periods, as well as forward planning. The Board is also in the process of establishing a Garden Advisory Committee to support the garden team and volunteers.

The Trustees also agreed to establish short-term Working Groups to focus on specific issues, consisting of Trustees, plus members of the team, volunteers or other relevant parties as required. The first two of these, to look at ESG and Events and Catering, were formed towards the end of 2021.

Board Strategic Awayday

In October 2021, the Board were able to repeat its strategic 'awayday' held last year by Zoom. This year we were able to hold the event in person, which was enormously beneficial, and enabled us to include the whole in-house team for part of the day. The sessions were again facilitated by one of our Trustees with expertise in the area, and were designed this year to focus on some of the key issues that had arisen in the previous year's session, but to enable everyone to have an input into how our 'burning issues' should be resolved. It is planned to develop this into a new set of values for the Trust in a meeting early in 2022.

The Trust is required to keep its staffing structure under review in order to ensure it is able to meet its short-term business objectives and the longer-term challenges of the future. The Trustees are required to ensure appropriate arrangements are in place to meet the Trust's obligations as an employer and for the health and safety of visitors, staff, volunteers and contractors. The Trust has a Safeguarding Policy and carries out checks on staff and volunteers who have substantial access to children and vulnerable people. In 2020 the Trust also reviewed its arrangements for the assessment and storage of data relating to staff, suppliers and customers, to ensure compliance with current GDPR requirements. All these arrangements are reviewed on a regular basis by the Director and staff, and the Board receives an annual report on these issues.

Relationships between the Charity and other Charities and Organisations

The Trust works closely with the independent charity The Strawberry Hill Collection Trust, (Company number: 06851597, originally incorporated in March 2009), a body established to hold nominal title in certain objects in the owned Collection of Strawberry Hill House.

The relationship between SHCT and the Strawberry Hill Trust is formalised by a Management Agreement. This document and SHT's Collection Development Policy are in the process of being reviewed and updated to reflect the current and future needs and expectation of both trusts. The purpose of this review is to ensure clarity of roles and responsibilities of the respective groups of Trustees so as to avoid duplication and to effectively harness the knowledge and skills towards a shared purpose and vision.

In order to meet its legal obligations, the Strawberry Hill Trust set up a trading company, Strawberry Hill House Trading Services ("SHHTS"), in 2011. This company carries out trading activities that are outside the charitable purpose of the Strawberry Hill Trust but which contribute to the enjoyment and financial sustainability of the House. It is a wholly owned trading subsidiary of the Strawberry Hill Trust. There is an agreement between the Trust and the SHHTS that the latter will donate all its profits to the Trust. The staff who work on SHHTS activities are employed by the Strawberry Hill Trust but the trading company is responsible for meeting their salaries.

Auditors

Since its creation the Trust has had a full external audit of its affairs carried out to ensure that there is full transparency and public accountability.

Harmer Slater Limited have been appointed as the Trust's auditor for 2021.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the Directors of The Strawberry Hill Trust for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.
As far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (the SORP) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 relating to small entities.

The Trustees have taken advantage of the small companies' exemptions provided by section 414B and 415A of the Companies Act 2006 from the requirement to prepare a strategic report and in preparing the Trustees' report on the grounds that the charitable company is entitled to prepare its accounts for the year in accordance with the small companies' regime.

Approved by the Trustees of the charity on 7th June 2022 and signed on their behalf by



THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Opinion

We have audited the financial statements of The Strawberry Hill Trust (the "Charity") and its subsidiary ("the group") for the year ended 31 December 2021 which comprise the Statement of Financial Activities (including income and expenditure account), the Consolidated and Company Balance Sheets, Statement of Cash Flows and Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 31 December 2021 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' (who are also directors of the Charity for the purpose of company law) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on pages 12-13), the Trustees, who are Directors for the purpose of the company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with management, and from our cumulative audit knowledge and experience of the Charity and the knowledge of the charitable sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, Charities Act 2011, The Charities (Accounts and Reports) Regulations 2008 as well as data protection, money laundering and anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we identified laws and regulations which were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statements to disclosures and underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charities Commission, HMRC and other government bodies and analysing professional services and legal costs to ascertain if there have been instances of non-compliance with laws and regulations.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Use of our report

This report is made solely to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the members as a body, for our audit work, for this report, or for the opinions we have formed.



Timothy Slater (Senior Statutory Auditor)
Harmer Slater Limited (Statutory Auditor)
Salatin House
19 Cedar Road
Sutton
Surrey SM2 5DA

Date:…7 June 2022…….

THE STRAWBERRY HILL TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021** £	2020 £
Income and endowments from:						
Donations and legacies	6	280,143	59,280	-	**339,423**	255,130
Charitable activities	7	217,804	1,667	-	**219,471**	208,799
Other trading activities	8	104,039	-	-	**104,039**	32,823
Investments		2	-	-	**2**	78
Other sources		-	-	-	**-**	-
Total income		601,988	60,947	-	**662,935**	496,830
Expenditure on:						
Raising funds	9	12,320	-	-	**12,320**	21,853
Charitable activities	10	489,613	64,417	-	**554,030**	475,605
Other trading activities	8	52,099	-	-	**52,099**	37,458
Total expenditure		554,032	64,417	-	**618,449**	534,916
Net (expenditure) / income		47,956	(3,470)	-	**44,486**	(38,086)
Transfers between funds	24	(27,496)	7,496	20,000	**-**	-
Net incoming resources before other recognised gains and losses		20,460	4,026	20,000	**44,486**	(38,086)
Other recognised gains:						
Gain on investment assets	18	-	-	33,842	**33,842**	10,889
Net movement in funds		20,460	4,026	53,842	**78,328**	(27,197)
Reconciliation of Funds:						
Total funds brought forward		217,281	15,952	311,854	**545,087**	572,284
Total funds carried forward		**237,741**	**19,978**	**365,696**	**623,415**	545,087

All of the results derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 36 form part of these financial statements.

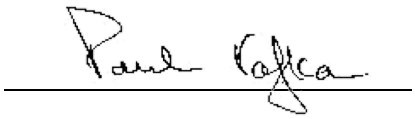
THE STRAWBERRY HILL TRUST

CONSOLIDATED AND COMPANY BALANCE SHEETS AS AT 31 DECEMBER 2021

	Notes	**Group 2021 £**	Group 2020 £	**Charity 2021 £**	Charity 2020 £
Fixed assets					
Tangible assets	14	**75,101**	85,472	**73,929**	83,097
Fixed asset investment	15	**-**	-	**100**	100
		75,101	85,472	**74,029**	83,197
Current assets					
Stock	16	**24,940**	31,372	**-**	**-**
Debtors	17	**81,811**	65,116	**202,370**	107,518
Current asset investments	18	**365,696**	311,854	**365,696**	311,854
Cash at bank and in hand		**194,056**	282,514	**95,598**	273,525
		666,503	690,856	**663,664**	692,897
Creditors: amounts falling due within one year	19	**(118,189)**	(231,241)	**(114,278)**	(226,372)
Net current assets		**548,314**	459,615	**549,386**	466,525
Total assets less current liabilities		**623,415**	545,087	**623,415**	549,722
Funds					
Unrestricted funds	21	**237,741**	217,281	**237,741**	221,916
Restricted funds	22	**19,978**	15,952	**19,978**	15,952
Endowment funds	23	**365,696**	311,854	**365,696**	311,854
Total funds carried forward		**623,415**	545,087	**623,415**	549,722

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved and authorised for issued by the Trustees on 7th June 2022 and signed on their behalf by:



– Paul Kafka, Chairman

The notes on pages 22 to 36 form part of these financial statements.

THE STRAWBERRY HILL TRUST

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	**Group 2021**	Group 2020	**Charity 2021**	Charity 2020
Net cash (used)/gained in operating activities	28	**(59,808)**	120,279	**(149,277)**	150,359
Cash flows from investment activities:					
Interest income		**2**	78	2	78
Proceeds from sale of investments		**-**	100,000	-	100,000
Purchase of investments		**(20,000)**	(100,000)	(20,000)	(100,000)
Purchase of tangible fixed assets		**(8,652)**	(21,076)	**(8,652)**	(21,076)
Proceeds from sale of tangible fixed assets		**-**	-		-
Cash used in investing activities		**(28,650)**	(20,998)	**(28,650)**	(20,998)
(Decrease)/increase in cash and cash equivalents		(88,458)	99,281	(177,927)	129,361
Cash and cash equivalents at beginning of year		282,514	183,233	273,525	144,164
Cash and cash equivalents at the end of the year:					
- Cash at bank		193,512	281,653	95,054	272,664
- Cash in hand		544	861	544	861
Total cash and cash equivalents at end of year		**194,056**	282,514	**95,598**	273,525

1 Accounting policies

The principal accounting policies are set out below. The accounting policies have been adopted consistently throughout the year.

Going concern

The trustees have considered a period of more than 12 months from the signing of these financial statements and consider that the charity will be able to continue operations for the foreseeable future. This is disclosed in more detail in note 2. These accounts are therefore prepared on a going concern basis.

Statement of compliance

The charity is a public benefit entity. These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (the SORP) including Update Bulletin 1 and in accordance with the Companies Act 2006 and Charities Act 2011, from which there were no material departures.

Basis of accounting

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

The functional currency of the charity is considered to be pounds sterling (£) because that is the currency of the primary economic environment in which the charity operates. The financial statements are presented in pounds sterling (£).

Judgements and key sources of estimation uncertainty

In the opinion of the Trustees there are no judgements or key sources of estimation uncertainty which could materially affect the financial statements.

Income and endowments

The principal policies on income and endowments are as follows:

- *Donations* - Donations are credited in the year in which they are received.
- *Grant income* - Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where grant income is rewarded specifically to cover expenditure of a future accounting period, then the grant income is deferred to that future period on the balance sheet as deferred income.
- *Interest receivable* - Interest is credited in the year in which it is received.

Expenditure

Costs relating to restoration of the building are recognised when incurred.

Expenditure on raising funds is costs incurred in attracting voluntary income.

Other costs include:

- *Governance costs* - those incurred in the governance of the charity's assets, primarily associated with constitutional and statutory requirements.
- *Support costs* – those incurred on central functions, allocated to activity cost categories on a basis consistent with the use of resources.

Fund structure

The funds held by the charity are either:

- *Unrestricted funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- *Endowment funds* – these are funds raised to be held long term with the purpose of providing investment income. The income from investing such funds is unrestricted.

Tangible fixed assets and depreciation

Tangible fixed assets are stated in the balance sheet at cost or, if gifted, at market value at the date of the gift, less subsequent accumulated depreciation and impairment losses.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Equipment	25% - 33.33% on cost
Website development	25% on cost
Plant, fixtures and fittings	10% on cost

Stock

Stock is stated at the lower of cost and estimated net realisable value (selling price less costs to sell). Cost is determined using the first-in, first-out (FIFO) method.

Stocks are assessed for impairment and, if stocks are impaired, the carrying amount is reduced to its net realisable value and any impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash comprises cash on hand and held at bank.

Trade Debtors

Trade debtors are amounts due from customers for services performed in the ordinary course of business as well as grants for which conditions for recognition as income have been met but where the grant has not yet been paid.

Trade debtors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Trade Creditors

Trade creditors are obligations to pay for goods acquired or services received acquired in the ordinary course of business. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss as they fall due over the period of the lease.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments

Fixed asset investments are accounted at historical cost.

Current asset investments are accounted at fair value. Any change in the fair value during the year is treated as profit or loss and is accounted in the statement of financial activity as an increase or decrease in respective fund.

2 Going concern

The Trust was fortunate to receive generous support from the Government during 2020 which has enabled it to fully cover its costs during 2021, a year in which its commercial income continued to be affected by the pandemic. Looking forward, significant improvements have been made to the Collections held at the House which should improve the visitor experience and so improve commercial income opportunities. The trustees also took the decision to hire a dedicated Development Manager to lead fundraising activities and to engage with supporters and benefactors. On the basis of the level of unrestricted funds and consideration of the projected cashflows the trustees believe the accounts should be prepared on a going concern basis.

3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

4 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

5 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, Strawberry Hill House Trading Services Limited, which operates the gift shop and organizes events and hirings. The summary financial performance of the charity alone is:

	2021	2020
	£	£
Total income and endowments	**558,896**	464,007
Expenditure on:		
Raising funds	**12,320**	21,853
Charitable activities	**554,030**	475,605
Total expenditure	**566,350**	497,458
Net expenditure	**(7,454)**	(33,451)
Donations from Strawberry Hill House Trading Services Limited	**47,305**	-
Gains on investment assets	**33,842**	10,889
Total funds brought forward	**549,722**	572,284
Total funds carried forward	**623,415**	549,722
Represented by:		
Unrestricted funds	**237,741**	221,916
Restricted funds	**19,978**	15,952
Endowment funds	**365,696**	311,854
	623,415	549,722

6 Income and endowments from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Donations					
General donations	6,284	-	-	**6,284**	8,380
Lynn Fitzwater	-	9,759	-	**9,759**	4,071
Chris Sumner	-	2,890	-	**2,890**	
Jamie Korner	-	-	-	**-**	3,000
Carole Patey	-	-	-	**-**	165
Janine Gerhardt	-	-	-	**-**	80
Ann Sayer	-	-	-	**-**	22,000
The Décor Cafe	150	-	-	**150**	-
Pope's Grotto Preservation Trust	2,332	-	-	**2,332**	-
Aegis	4,883	3,200	-	**8,083**	-
John & Anne Hornby	500	-	-	**500**	-
Valarie Pinnington	465	-	-	**465**	-
Gift Aid	8,195	-	-	**8,195**	2,529
	22,809	15,849	-	**38,658**	40,225
Legacies					
Sian Richards	11,734	-	-	**11,734**	-
	11,734	-	-	**11,734**	-
Grants					
The Arts Council	245,600	-	-	**245,600**	35,000
Historic England	-	25,000	-	**25,000**	-
ICON Conservation Grant	-	12,805	-	**12,805**	
Heritage Lottery Fund	-	-	-	**-**	163,900
Fidelity	-	-	-	**-**	10,000
LBRUT	-	-	-	**-**	2,000
City Bridge Foundation	-	-	-	**-**	3,325
Russell Cooke	-	2,500	-	**2,500**	-
Aegis	-	3,126	-	**3,126**	680
	245,600	43,431	-	**289,031**	214,905
	280,143	59,280	-	**339,423**	255,130

Income and endowments from donations, grants and legacies in 2020 was made up of £36,110 to unrestricted and £219,020 to restricted funds.

7 Income and endowments from charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Door admissions	66,066	-	-	**66,066**	39,267
Specialist tours	5,155	-	-	**5,155**	4,420
Events	6,330	-	-	**6,330**	6,460
Education	11,911	1,667	-	**13,578**	5,319
Tea Room	21,195	-	-	**21,195**	18,495
St. Mary's lease income	80,000	-	-	**80,000**	80,000
"Friends" subscription	4,911	-	-	**4,911**	9,994
Patrons membership	6,250	-	-	**6,250**	9,182
Garden sales	-	-	-	**-**	110
Job Retention Scheme	12,341	-	-	**12,341**	33,950
Misc income	3,645	-	-	**3,645**	1,602
	217,804	1,667	-	**219,471**	208,799

Income and endowments from charitable activities in 2020 was made up of £208,799 to unrestricted and £Nil to restricted funds.

8 Income and endowments from other trading activities

Strawberry Hill House Trading Services Limited, incorporated in the United Kingdom, is a wholly owned subsidiary of The Strawberry Hill Trust.

Strawberry Hill House Trading Services Limited is responsible for the operation of the shop and hirings, both private and corporate. It pays all its profits to the charity by gift aid. A summary of the trading results is shown below:

	2021 £	2020 £
Turnover	104,039	32,823
Cost of sales	(16,151)	(15,295)
Gross profit	87,888	17,528
Other income	-	-
Administrative expenses	(35,948)	(22,163)
Donations to Strawberry Hill Trust	(47,305)	-
Retained profit/(loss) for the year	**4,635**	**(4,635)**
The assets and liabilities of the subsidiary were:		
Fixed assets	1,177	2,376
Current assets	125,179	84,085
Current liabilities	**(137,756)**	(90,996)
	100	**(4,535)**

Aggregate share capital and reserves	**100**	**(4,535)**

The income and expenditure of Strawberry Hill House Trading Services Limited is entirely attributable to unrestricted funds.

9 Expenditure on raising funds

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Salaries and wages costs (note 12)	12,000	-	-	**12,000**	18,096
Hospitality costs	70	-	-	**70**	-
Publicity and advertising	-	-	-	**-**	3,743
Fundraising	250	-	-	**250**	14
	12,320	-	-	**12,320**	21,853

Expenditure on raising funds in 2020 was made up of £18,110 from unrestricted funds and £3,743 from restricted funds.

10 Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Restoration and renovation costs	24,865	11,902	-	**36,767**	31,866
Salaries and wages costs (note 12)	172,965	16,656	-	**189,621**	195,785
Staff training	1,907	-	-	**1,907**	593
Advertising & marketing	6,569	-	-	**6,569**	25,569
Recruitment costs	6,070	-	-	**6,070**	12,863
Tour guides	2,145	-	-	**2,145**	953
Gardening costs	1,923	4,737	-	**6,660**	2,736
Other maintenance and repairs	86,744	30,625	-	**117,369**	65,916
Light and heat	15,704	-	-	**15,704**	13,599
Insurance	61,880	125	-	**62,005**	49,439
Rates	6,590	-	-	**6,590**	4,334
Computer and web expenses	7,575	-	-	**7,575**	8,506
Other administrative costs	51,890	372	-	**52,262**	26,834
Audit fee	5,533	-	-	**5,533**	5,513
Accountancy services	2,609	-	-	**2,609**	1,142
Legal and professional fees	3,946	-	-	**3,946**	1,646
Bank charges	7,833	-	-	**7,833**	6,726
Sundry	5,047	-	-	**5,047**	-
Depreciation	17,818	-	-	**17,818**	21,585
	489,613	64,417	-	**554,030**	475,605

Expenditure on charitable activities in 2020 was made up of £281,404 from unrestricted funds, £194,201 from restricted funds and £NIL from endowment funds.

11 Net income/(expenditure) for the year

	2021	2020
	£	£
This is stated after charging:		
Operating lease charges	**6,675**	11,798
Auditors remuneration:		
- Audit fees	**5,533**	5,513
- Other financial services provided by the auditor	**2,609**	1,142
Depreciation	**17,820**	21,585

12 Staff costs, trustee remuneration and expenses and key management personnel

	2021	2020
	£	£
Salaries and wages	**205,661**	219,952
Social security costs	**13,183**	13,809
Pension costs	**2,437**	2,621
	221,281	236,382

Included in the above analysis are salaries and wages of £16,841 (2020: £16,615), social security costs of £1,106 (2020: £986) and pension of £318 (2020: £276) included within 'Other Trading Expenses', being employment costs borne by the subsidiary trading company (see note 8).

No employees had employee benefits in excess of £50,000 (2020: £50,000). Pension costs are allocated to activities in proportion to the related staffing costs incurred and £2,308 (2020: £2,591) was charged to unrestricted funds and £130 to restricted funds (2020: £30).

No trustees or persons connected with them received any emoluments in their role as Trustees from the Trust or its subsidiary. The trustees have received no reimbursement of individual expenses incurred for professional or other services provided to the charity during the period (2020: £Nil).

The charity employs a Director of Operations (the 'Director') with overall responsibility for the day to day operational management of the Trust. The 'Director' is also a Director and Trustee for the purposes of company and charity law. The Charities Commission has approved this arrangement. The 'Director' along with the other Trustees comprise the key management personnel. In addition to providing employment related accommodation, the following amounts were paid to the incumbent 'Director' under this arrangement:

	2021	2020
	£	£
Derek Purnell	**60,000**	24,423
Paul Finucane	**-**	29,822
	60,000	54,245

13 Staff numbers

The average number of persons employed by the charity (including directors) during the year was 9 (2020: 10).

14 Tangible fixed assets

	Website Development £	Fixtures and Equipment £	Total £
Group			
Cost:			
At 1st January 2021	19,687	226,638	246,325
Additions	-	8,652	8,652
At 31st December 2021	19,687	235,290	254,977
Depreciation:			
At 1st January 2021	19,371	141,482	160,853
Provision for the year	316	18,707	19,023
At 31st December 2021	19,687	160,189	179,876
Net book value:			
At 31st December 2021	**-**	**75,101**	**75,101**
At 31st December 2020	316	85,156	85,472
Charity			
Cost:			
At 1st January 2021	19,687	214,613	234,300
Additions	-	8,652	8,652
At 31st December 2021	19,687	223,265	242,952
Depreciation:			
At 1st January 2021	19,371	131,832	151,203
Provision for the year	316	17,504	17,820
At 31st December 2020	19,687	149,336	169,023
Net book value:			
At 31st December 2021	**-**	**73,929**	**73,929**
At 31st December 2020	316	82,781	83,097

15 Fixed Asset Investments

The charity holds the entire shareholding, 100 shares of £1 each, of Strawberry Hill House Trading Services Limited which is incorporated in the United Kingdom. The activities and results are summarised in note 8.

16 Stock

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Stock held by subsidiary company at cost	**24,940**	31,372	**-**	-

17 Debtors

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Due from subsidiary	**-**	-	**101,697**	33,972
Trade debtors	**8,566**	3,987	**7,734**	3,343
Accrued income	**22,996**	10,931	**22,920**	10,781
VAT recoverable	**866**	11,374	**21,512**	22,523
Prepayments and other debtors	**49,383**	38,824	**48,507**	36,899
	81,811	65,116	**202,370**	107,518

18 Current Asset Investments

	Group	Charity
	2021	**2021**
	£	**£**
Listed investments:		
Carrying value (market value) at 1st January 2021	311,854	311,854
Accumulation	9,395	9,395
Gain on revaluation to market value	24,447	24,447
Total recognised gains and losses	33,842	33,842
Purchase of investments	20,000	20,000
Carrying value (market value) at 31st December 2021	**365,696**	**365,696**

Total recognised gains and losses are the net of accumulation and loss on revaluation to market value. A gain of £33,842 was made in 2021 (2020 gain: £10,889).

19 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	**33,843**	12,178	**32,999**	10,818
Tax and social security	**4,514**	3,795	**4,514**	3,795
Deferred income (note 20)	**61,082**	201,405	**61,082**	201,405
Accrued expenditure	**15,390**	12,292	**13,893**	10,351
Other creditors	**3,360**	1,571	**1,790**	3
	118,189	231,241	**114,278**	226,372

20 Deferred income

Deferred income comprises:

- grants and donations received for salaries to be utilised over a set period and recognised as the salary cost is incurred
- unrestricted income collected for a specific or designated purpose and recognised when the purpose is fulfilled.

	Group	**Charity**
	£	**£**
Balance as at 1 January 2021	201,405	201,405
Movement in deferred income	(140,323)	(140,323)
Balance as at 31 December 2021	**61,082**	**61,082**

21 Unrestricted funds

2021	**Balance at 1st Jan '21**	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**Balance at Year 31st Dec '21**
	£	**£**	**£**	**£**	**£**
General funds	221,916	497,949	(501,933)	19,809	**237,741**
Reserves of subsidiary	(4,635)	104,039	(52,099)	(47,305)	**-**
Total	217,281	601,988	(554,032)	(27,496)	**237,741**

2020 (comparative)	**Balance at 1st Jan '20**	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**Balance at 31st Dec '20**
	£	£	£	£	£
General funds	217,398	244,987	(299,514)	59,045	**221,916**
Reserves of subsidiary	-	32,823	(37,458)	-	**(4,635)**

Total	217,398	277,810	(336,972)	59,045	**217,281**

21 Unrestricted funds (continued)

Name of fund	Description, nature and purposes of the fund
Designated funds	Unrestricted funds earmarked for specified use
General funds	The 'free reserves' after allowing for designated funds
Reserves of subsidiary	Reserves of the trading subsidiary included on consolidation

22 Restricted funds

2021	Balance at 1st Jan '21 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance at 31st Dec '21 £
Restoration fund	**15,952**	-	-	-	**15,952**
Conservation	**-**	10,000	(11,745)	1,745	**-**
Curatorial	**-**	9,759	(9,982)	223	**-**
Heritage England – exterior	**-**	25,000	(29,854)	4,854	**-**
Garden	**-**	11,901	(12,575)	674	**-**
Lecture Series	**-**	2,500	-	-	**2,500**
University Funded Projects	**-**	1,787	(261)	-	**1,526**
Total	**15,952**	60,947	(64,417)	7,496	**19,978**

2020(comparative)	Balance at 1st Jan '20 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance at 31st Dec '20 £
Restoration fund	**15,952**	1,035	(1,035)	-	**15,952**
Organisation development fund	**62,935**	213,980	(192,904)	(84,011)	**-**
Exhibitions and events fund	**241**	-	-	(241)	**-**
Education fund	**(1,281)**	4,005	(4,005)	1,281	**-**
Total	**77,847**	219,020	(197,944)	(82,971)	**15,952**

Name of fund	Description, nature and purposes of the fund
Restoration fund	Funds for the ongoing restoration of the house
Salary fund	Funds raised for specific salary roles
Organisation development fund	Funds raised to develop how the charity operates
Exhibitions and events fund	Funds raised to organise exhibitions and events at the house
Education fund	Funds raised for education projects and events

23 Endowment funds

2021	Balance at 1st Jan '21	Incoming Resources	Outgoing Resources	Transfers	Gain on Investment	Balance at 31st Dec '21
	£	£	£	£	£	£
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	311,854	-	-	20,000	33,842	**365,696**
Total	311,854	-	-	20,000	33,842	**365,696**

The balance of £365,696 includes £213,000 of matched funding received from the Heritage Lottery Fund. In certain circumstances for example, if the Charity ceases to operate, the matched funding may be repayable. The remaining £152,696 is made up of appreciation of the fair value of the investment and other donations received. This is non-returnable.

2020	Balance at 1st Jan '20	Incoming Resources	Outgoing Resources	Transfers	Gain on Investment	Balance at 31st Dec '20
	£	£	£	£	£	£
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	277,039	-	-	23,926	10,889	**311,854**
Total	277,039	-	-	23,926	10,889	**311,854**

Name of fund	Description, nature and purposes of the fund
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	Contributions to the Endowment Fund are raised through donations to 'The Peacock Appeal' at Strawberry Hill House and augmented by transfers from unrestricted funds. This income is then matched by The Heritage Lottery Fund as grant income. This is an expendable endowment fund with an expectation from The Heritage Lottery Fund that the fund will be maintained for a minimum of 25 years.

24 Transfers between funds

There was a transfer of £7,496 from unrestricted to restricted funds during the year.

There was a transfer of £20,000 from unrestricted to endowment funds during the year.

25 Analysis of net assets between funds

2021	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	75,101	-	-	75,101
Current assets	219,747	81,060	365,696	666,503
Current liabilities	(57,107)	(61,082)	-	(118,189)
	237,741	19,978	365,696	623,415

2020 (comparative)	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	85,472	-	-	85,472
Current assets	161,646	217,356	311,854	690,856
Current liabilities	(29,837)	(201,404)	-	(231,241)
	217,281	15,952	311,854	545,087

26 Commitments under operating leases

The charity had the following annual commitments under non-cancellable operating leases:

	2021 £	2020 £
Operating leases which expire:		
Within one year	8,696	5,904
In two to five years	16,348	8,820
	25,044	**14,724**

The trading subsidiary had no additional non-cancellable operating leases and the above analysis therefore also represents the annual commitments under non-cancellable operating leases for the group. During the year £8,966 (2020: £11,798) of operating lease payments was recognised as expense.

27 Trustees and other related parties

Trustees

Details of Trustee emoluments and expenses are disclosed in note 12.

The Trust received unconditional donations totalling £1,867 (2020: £9,929) from Trustees.

The Strawberry Hill Collection Trust

The Strawberry Hill Collection Trust ("SHCT") is a registered charity created to seek to identify, and return to Strawberry Hill House for display, objects that were formerly in it. The SHCT had certain trustees in common with this charity. On occasion, the Trust receives and pays out amounts on behalf of SHCT.

At the year end £1,432 (2020: £1,432) was owed to the Trust by SHCT.

27 Trustees and other related parties (continued)

Strawberry Hill House Trading Services Limited

Strawberry Hill House Trading Services Limited ("SHHTS"), incorporated in the United Kingdom (company registration number: 07880487), is a wholly owned trading subsidiary of the Trust. Its activities and results are summarised in note 8. At the year end £101,697 was owed to the Trust by SHHTS (2020: £33,972).

28 Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Net movement in funds	**78,328**	(27,197)	**73,693**	(22,562)
Adjustment for:				
Depreciation	**19,023**	22,790	**17,820**	21,585
(Gain) on investment	**(33,842)**	(10,885)	**(33,842)**	(10,885)
Deduct income from investments	**(2)**	(78)	**(2)**	(78)
Decrease in stock	**6,432**	9,027	**-**	-
(Increase)/decrease in debtors	**(16,695)**	(14,103)	**(94,852)**	14,598
(Decrease) in creditors	**(113,052)**	140,725	**(112,094)**	147,701
	(59,808)	120,279	**(149,277)**	150,359

29 Other financial services provided by the auditors

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the payroll and financial statements as well as ad hoc advice on a consultancy basis. A breakdown of these fees is provided in note 11.

THE STRAWBERRY HILL TRUST

England & Wales - Charity number 1095618

Accounts

Reference and Administrative Details

The Strawberry Hill Trust is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.
Charity number: 1095618; Company number: 4516140.
It was originally incorporated in August 2002.

The trustees that acted during the year and subsequent to the year-end were as follows:

Trustees/Directors	Appointment/Resignation
Pim Baxter, OBE	Appointed January 2020
Lynn Beard (Charity Secretary)	Appointed October 2019
Xenia Carr-Griffiths	Appointed October 2019
Paul Finucane	Appointed September 2020
Paul Kafka (Chair)	Appointed March 2019
Janice Meehan (US)	Appointed March 2020, resigned September 2021
Martin Postle	Appointed June 2021
Derek Purnell (Director)	Appointed June 2021
Christopher Rough (Hon Treasurer)	Appointed April 2020
Henry Sherman	Appointed July 2018
Jerome Stern	Appointed March 2019

Auditors
Harmer Slater Limited
Salatin House
19 Cedar Road
Sutton, Surrey SM2 5DA

Registered Office
Strawberry Hill House
268 Waldegrave Road
Twickenham TW1 4ST

Investment Management
Sarasin Investment Management
100, St Paul's Churchyard
London EC4M 8BU

Bankers
Barclays Bank
2 York Street, Twickenham TW1 4AG

Lloyds Bank
14, Heath Road, Twickenham TW1 3LE

Objectives and Activities

The Strawberry Hill Trust was formed in 2002 to restore Strawberry Hill House and Garden at 268 Waldegrave Road, Twickenham TW1 4ST and open it to the wider public.

The objectives and purpose of the Trust, originally set out in its 2002 Memorandum and Articles of Association, were revised and updated in 2021 as part of a major review of the Trust, its governance and performance. The details of this review are elaborated further later in this Report. The new Objects of the Trust are:

'the advancement of the education of the public and the advancement of the arts, culture and heritage by:

- preserving for the public benefit Strawberry Hill House, its historical, architectural and artistic heritage, its collection of paintings, furniture and other objects and its garden (together "the House) and by providing public access to the House on appropriate terms; and

- maintaining the House for the public benefit as a diverse cultural hub reflecting the enduring values of its creator, Horace Walpole, and his successors as owners, as an educational resource open to everyone and as a focus and venue for community activities of all kinds.'

The restoration of the House and Garden was carried out with support from the Heritage Lottery Fund (HLF) (now the National Lottery Heritage Fund (NLHF)), the World Monuments Fund, English Heritage, the local community and several Trusts and Foundations. Approximately £10 million was raised and the house was re-opened to the public in October 2010. In 2011 Strawberry Hill House won the Georgian Group Award for the best restoration of an 18th century Country House and the Europa Nostra Grand Prix Award for conservation in 2013. The full restoration, including the smaller rooms, was finally completed in Spring 2015.

The Trust seeks to balance the role of the estate as a visitor attraction and accredited museum of national and international significance, with its importance to the local communities in and around the London Borough of Richmond upon Thames. Strawberry Hill House is a destination for visitors with a diverse range of national and international backgrounds, including students and enthusiasts with a passion for its unique historical, antiquarian, architectural and landscape attributes.

Strawberry Hill House and Garden aims to provide a programme of distinctive and entertaining events throughout the year, catering to a wide range of audiences and age groups. In addition, we offer a programme of learning and outreach tailored to the curriculum needs of schools and colleges. Strawberry Hill House also caters to the needs of local groups within the community, young and old, with learning difficulties and other disabilities. A particular success has been the development of the Feel Good Garden project for those living with dementia, as well as teacher training opportunities and education activities for pupils across South West London.

Along with the rest of the heritage sector, the work of the Trust has been severely impacted over the last two years by the many restrictions arising from the Covid-19 outbreak in March 2020. These challenges, described in our 2020 Annual Report, persisted throughout 2021 and into 2022, beginning with an extended period of closure lasting until the middle of May 2021. As the vaccination programme was rolled out, and government restrictions gradually lifted, we were able to remain open, giving us the opportunity to implement at least some of our planned programme for the year, until yet another period of closure due to the Omicron variant in the immediate pre-Christmas 2021 period.

For these reasons, it has yet again not been possible this year to generate sufficient revenues from our core activities, and, as last year, we have relied on various sources of Government support and other forms of recovery funding to sustain us. The SHT Board of Trustees has, however, been able to work on the longer-term planning set in place last year. After a year of great change in 2020, the Board enjoyed a period of stability in 2021, despite the continued disruption, enabling us to embark on a programme of review and renewal in many aspects of the work of the Trust. These are detailed below.

Achievements and Performance

When describing our activities and achievements, the Trustees are always mindful of the Charity Commission's guidance on Trustees' fiduciary responsibilities, the public benefit and the supplementary guidance on heritage and museums. Our major achievements, and an assessment of our performance as a Board in 2021, are described below.

Sustainability through the pandemic: As 2021 began the House was closed, with considerable uncertainty as to when we might be able to open again. The Steering Committee, a group of Trustees formed in 2020 to support the Director while the in-house team was furloughed, continued to meet at least every two weeks, with the aim of moving forward wherever possible with some of the ambitious plans we had embarked upon the previous year.

We were successful in attracting some substantial filming projects and photoshoots to the House while it was closed, enabling us to offset some of the losses incurred on our curtailed visitor programme.

We continued to review our comprehensive Risk Assessments to ensure that Strawberry Hill House and Garden remained a Covid-secure site, and that it would be fully compliant with changing Government guidelines when we re-opened. Apart from a short period of closure during a major filming project, our garden was open to the public throughout, offering a free-to-access quiet space for rest and reflection for our local communities.

During the early months of closure we continued to develop our online visitor offering, which had proved popular in 2020, including participation in a second series of the successful Thames Luminaries online talks

organized in association with neighboring historical properties in South West London. We were able to deliver our 2021 programme of LGBTQ+ tours online in February, consolidating the success we had achieved with our first programme of 'in person' LGBTQ+ tours held at the House in February 2020. We also ran a popular online exhibition on our website based on the AHRC Jewish Country House Project, focusing on the Jewish aspects of the life of the House in the nineteenth and early twentieth centuries. It is hoped that we will be able to develop this project into some 'live' events in 2023

Building the Collection: Our long-term aim is to fulfil our potential as an Accredited Museum and ensure that our Collection is as much a draw as the House itself. Advised by the renewed Board membership of the Strawberry Hill Collection Trust our aim is always to restore as much as possible of Horace Walpole's original collection of art and artefacts to the House. However, we have to be realistic. Much of Walpole's Collection is now permanently housed at the Lewis Walpole Library in Yale. Yet more of the Collection was dispersed into private hands in the Great Sale of 1842 and has not seen the light of day since. We have therefore taken the strategic decision to augment what we have, and what we might come by in the future, by adding appropriate items from Horace's time as well as those that can be connected to the Walpole family, to the display in the House, to give visitors as full an experience as possible of how Horace's home actually felt in the second half of the 18th century. From time to time we may also take the opportunity to add items connected to the subsequent owners of the House, Frances Lady Waldegrave and the Stern family.

We are delighted to have attracted some important additions to our Collection during the year. In particular we welcomed back one of the pieces from Horace Walpole's original Collection, a picture of Catherine de Medici and her children by Clouet, received through the HMRC Acceptance in Lieu (AIL) scheme. Installed in pride of place in our renowned red and gold Gallery, this formed the focus for our reopening 'story' in May. We also received several important items on loan, to be displayed in our ongoing 'Objects in Focus' programme after reopening, and towards the end of the year received a significant loan of over fifty 18th century paintings from Dulwich Picture Gallery, giving the Strawberry Hill Collection a great impetus as we enter 2022.

Thanks to support from the Radcliffe and Pilgrim Trusts we were able to continue with our conservation intern to help with preventative conservation of the Collection at the House. We also appointed as Curator Dr Silvia Davoli, whose knowledge and experience of the House and Collection in her role as curatorial adviser in recent years have been of huge support. We are grateful for the continued support of Lynn Fitzwater in funding this post.
Silvia's work in helping to accelerate the growth of our Collection, and creating an online database (generously funded by the John R Murray Charitable Trust) to manage its future development, is already paying dividends.

The development of our Collection has continued in 2022, most notably with the acquisition of a rare and important portrait by William Hogarth of Horace Walpole as a child, partially crowd-funded through a public appeal via the Arts Fund's *Art Happens* campaign.

Onwards and upwards: We reopened the café to the public in April, and the House was fully open from 17th May until the decision to close again before Christmas. We were successful in promoting the arrival of the Catherine de Medici painting in the national press on re-opening, with a pleasing response from the visiting public and supporters. During June, as part of the annual LGBTQ+ Pride celebrations, we installed Kleanthis Kyriakou's sculpture *A Monument to Strawberry Hill*, and in July a major clean and condition check of Walpole's famous library at Strawberry Hill was undertaken. We were also delighted to run our annual Flower Festival 'live' in October, sponsored by Russell-Cooke, with a theme of sustainability. This sold-out event attracted over 1000 visitors during the three-day festival.

As the autumn nights drew in, we were able to reinstate our popular Twilight and Hallowe'en tours of the House, albeit still with restricted numbers due to Covid, and to hold our Christmas Craft Fair in the House once again. We also embarked on our plans for an ongoing series of 'Objects in Focus', starting with the Chinese ceramic Goldfish Bowl owned by Walpole and immortalized in Thomas Gray's *Ode to the Death of a Favourite Cat Drowned in a Tub of Goldfishes*. In the autumn the series continued with a celebration of sculptress Anne Damer, with rarely seen examples of her work shedding light on Walpole's talented goddaughter.

In terms of visitor numbers, therefore, May-December 2021 figures were encouraging, with nearly 7000 visitors, despite the need to restrict numbers of visitors inside the House. A thorough review and restocking of our shop led to a vastly improved retail offer, which improved our spend per visitor, particularly in the pre-Christmas period.

Our core private events business was again impacted by Covid-19 restrictions in the first half of the year, but the lifting of these in July saw a welcome return of bookings, particularly small weddings. Our Community Outreach and Learning activities were also put on hold until the start of the new academic year in September, but we saw the release of considerable pent-up demand in these areas towards the end of the year.

The team and volunteers: The team's return from furlough was staggered across the first three months of the year, but all were back in place by the end of March. Our former Finance Manager left over the summer, and we were pleased to welcome Jade Fletcher to this position in September. The Board also made the important decision towards the end of the year to advertise for a new Development Manager, reflecting the importance attached to fundraising in the coming years. Our new Development Manager begins work in April 2022.

We were also delighted that most of our much-valued team of volunteers returned after the closures, enabling us to maintain the quality and style of our former visitor experience, ensuring the garden remains fully maintained, and contributing to the feel and welcome for which we are noted.

Since reopening in May, the energy and work of our Communications Manager, Bethan Wood and newly-appointed PR/Media consultant, Tracy Jones, have enabled us to improve our profile in both local and

national media significantly during 2021 with the acquisition and promotion of the Catherine de Medici portrait, the 'Objects in Focus' series and the Flower Festival. We plan to continue this important aspect of our work to enable us to compete more effectively within the heritage sector in the coming months.

Performance review

As forecast in 2020, we have taken the opportunity to review all aspects of our activities, constitution and relationships, with a particular focus on the twin pillars of financial stability and governance. These achievements are reviewed in detail in the sections on Finance and Governance which follow, but can be summarized as follows:

- formal adoption of the *Governance Code for Small Charities*, which sets out working aims and targets in seven key aspects of charity governance
- review and update of our Articles of Association
- completed a formal Board Effectiveness Review
- completed a formal Chair Effectiveness Review
- full review and update of the Trust's policies
- a second Board Awayday, involving both the Board of Trustees and the in-house team, to review burning issues from the previous Away Day, to look at current challenges and to consider the priorities to be taken forward. The day was facilitated in a *Time to Think* environment allowing all those present to equally contribute to the discussions.

ESG Statement: During 2021 the Board established a Working Group consisting of Trustees, Staff and Volunteer representatives to review its current practices in environmental sustainability, social inclusion and governance (ESG). The first step was a thorough review of practices in all three areas, with the aim of establishing a set of priorities and an Action Plan in early 2022. We plan to use the sector-specific audit tool from Julie's Bicycle for our environmental and sustainability actions, and as noted above, have adopted the *Governance Code for Small Charities* as the basis for audit for our management and governance practices. This method of working, involving staff, volunteers and trustees, is an important 'first' for the Trust.

The early work of the group shows we have made good progress in many of these areas, and our immediate priority for action in 2022 will be to focus on issues of diversity and inclusion, at all levels, which will underpin our approach to all aspects of our work for years to come.

Risk Management: The many unforeseen issues that arose around the Covid-19 pandemic created significant challenges for our management of risk, and highlighted the need for a strong and dynamic Risk Management policy. This necessitated a thorough review of all the standard categories of risk normally considered by a Board such as ours. Conventionally, a Risk Register would include: Health and Safety of staff, volunteers and visitors, safeguarding, deterioration of the building and estate, business continuity, recruitment of staff, volunteers and Trustees and financial solvency. We therefore decided in 2020 to take a much more pragmatic approach and agreed a significantly-changed Risk Register and priorities, with a policy of continuous review of all risks going forward.

In 2021, we continued our system of regular 'deep dive' reviews of different sections of the Register on a three-monthly basis to ensure that they are assessed at the correct level, and that any necessary action can be promptly identified and taken.

During 2021 internal and external risks were well contained with mitigating action put in place wherever possible. Whilst internal risks tend to be more easily identified and managed, the external risks of the impact of Covid and increases in energy costs continue to bring challenges.

Reserves Policy: The reserves policy agreed by the Trustees is to hold unrestricted and undesignated reserves of at least three months' expenditure in order to enable financial stability and to act as a safeguard against volatile and unpredictable income streams and unforeseen expenditure and/ or liabilities.

Financial Review

Consolidated Results 2021

The Trust's consolidated income for the year was £662,935 (2020: £496,830). The principal income sources for the Trust remain door admissions, café, shop, film and event hire, as well as income from donations and grants. Our commercial income continued to be impacted by the pandemic throughout 2021, and we are grateful for the continued support of the Government and the Arts Council. In particular the income figure above included a grant of £200,600 awarded from the Culture Recovery Fund in October 2020 (which was intended to cover costs during the third lock-down from January to March 2021) and accordingly was brought into account in these 2021 accounts rather than in 2020. We also received further Government support through the Job Retention Scheme, and £25,000 from Historic England to repair the historic pinnacles on the House. We also remain grateful for support from our private donors.

Expenditure for the year was £618,449 (2020: £534,916). The increase from 2020 is more reflective of lower operating costs in 2020 as the House was closed for significant periods of time due to Covid. Expenditure at this level was in line with budgets and consistent with the costs of maintaining and operating the House.

The Trust made a consolidated profit for accounting purposes of £44,486. As mentioned, this was primarily as a result of the grant from the Culture Recovery Fund.

The Trust increased its investment in its Endowment Fund by £20,000 arising from a legacy received in late 2020, and also enjoyed a mark-to-market gain of £33,842 on its investment as a consequence of positive market returns. Overall, the Trust recognised an overall consolidated increase in funds during the year of £78,328.

Further Comments: The House is iconic but the cost base in maintaining and operating a historic property is relatively inflexible. Almost 36% of our costs relate to staff who are required to keep the House open and running smoothly, and to cover events and maintain other sources of commercial income. Most of our other costs are property expenses that arise from maintaining and operating such a historic property, including insurance, maintenance, power and heating.

The trustees spent much time in 2021 exploring and examining both existing and potential new income sources as well as improving the experience of visitors by significant improvements in the quality of the Collections held at the House. The economic benefits arising from this transformation should be felt in 2022 and beyond. We have also recently taken the decision to move the management and operation of Events back in-house, which should improve commercial income from 2023 and beyond.

Despite this, it is clear that SHT as a heritage charity charged with maintaining such an old historic building will always struggle to cover its costs out of operating income alone and will therefore always be reliant on the generosity of benefactors and donors. After much discussion, in April 2022 the trustees decided to make an investment in hiring a dedicated Development Manager who will professionalise our fundraising activities and reach out to both existing and new potential benefactors.

Investment policy and performance 2021

The Trust holds restricted sums arising from grants and donations earmarked for future specific commitments. The Trust's Expendable Endowment stood at £365,696 as at 31 December 2021 all of which was invested with Sarasin Partners in a multi-asset fund specifically designed for charity endowments. Investment policy in respect of these funds remains that of striking a balance between generating income and maintaining capital value. Annual fees payable on this endowment totalled 0.90 % p.a. of funds invested. In 2021 there was a mark-to-market gain on investments of £33,842 (2020: gain of £10,889) as well as a new £20,000 investment arising out of a legacy.

Plans for Future Periods

The primary purpose of the Strawberry Hill Trust since its formation has been to present the restored House and Garden, and the Collection, to the widest possible public, with special focus on the provision of activities to benefit the local community.

The Board and staff are mindful that our future, post-Covid, lies in the successful transition from being a restoration project to being a sustainable business, less reliant on gifts and grants, and more commercially efficient in running its activities. Looking forward, it is expected that the long-term implications of Covid-19 will still see us generating less operating income than would otherwise have been the case. Notwithstanding, our aim is to cover an increasing proportion of our operating costs from operating income for 2021 and beyond.

To this end, and after the appointment of a new Director, we now have in place an agreed Vision and Strategy to take us forward to 2023 and beyond. The strategic priorities of this are:

1. To rebuild footfall figures after the pandemic, and to maximize revenue per head from those visiting the House and Garden, including the shop and café
2. To continue to develop the Collection and its interpretation so as to provide a stimulating and engaging visit to the house that will encourage repeat visits and recommendation to friends and colleagues
3. To expand and, importantly, diversify our appeal to different groups in our local community, with a focus on cultural diversity and improving mental health
4. To develop our well-established and popular schedule of events and ensure a high quality and profitable programme of attractions throughout the year
5. To review our current catering/event contract and to seek out and develop new income streams to enhance our existing offer
6. To build on recent developments to our retail offer and continue to build revenues from this activity
7. The further development of our successful Education and Learning programmes across the area, with more clearly defined objectives and outcomes
8. To develop a sustained programme of fundraising for restricted and unrestricted funds by increasing resources/capacity devoted to this activity
9. To significantly raise and develop the profile and reputation of Strawberry Hill House and Garden, through effective marketing and PR, as a heritage destination and successful museum of art, architecture and landscape gardening
10. To develop and augment our unique collection of artefacts connected to the lives and times of Horace Walpole, Lady Frances Waldegrave and the Stern family, the owners of Strawberry Hill House from the 18th to the 20th centuries.

We have seen further, although fewer, significant changes to the membership of the Board in 2021, bringing new focus and skills which will enable us to execute on our Vision and Strategy and ensure the future of Strawberry Hill House for the long-term. Under the leadership of Derek Purnell, our Director, we have taken the opportunity that the reduced operation during the pandemic has given us to review all aspects of our business, and to establish a more commercial business model for the House going forward.

As detailed above, during 2021 the House was fortunate in garnering further Covid-related Recovery grants from the Arts Council of England and the National Lottery Heritage Fund. With the breathing space that this welcome financial support has given us, the Board is satisfied that Strawberry Hill Trust will continue as a going concern, and will maintain Strawberry Hill House and Garden on a secure and sustainable financial footing.

Structure, Governance and Management

The SHT Board of Trustees is responsible for the overall direction and leadership of the charity. The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. As set out in the Articles of Association, the Trustees select the Chair of the Trust. An overall 'Director' is also appointed by the Board and is responsible for the operational management of the Trust and, with the Board, for the long-term strategic direction of the organisation. The Director, who is also a Trustee, is the head of the paid staff and is also responsible for the volunteers who assist the Trust.

All Trustees give their time voluntarily and receive no benefit from the charity. Any expenses claimed from the charity are set out in the accounts. There were none in 2021. The Director receives no remuneration for his role as Trustee but is a paid employee of the Trust. The Charity Commission has approved this arrangement. The Trust has a Conflicts of Interest Policy and maintains a Register of Interests which Trustees are required to keep up to date on an annual basis.

Method of Recruiting and Appointing New Trustees

In line with best practice in the charity sector the Board operates a three-year rotation policy for Trustees, although it voted to override this requirement again in 2021 in view of the high level of change to the Board and the primary need for stability during this difficult period.

The Trust's policy has been to appoint Trustees who have an expertise in particular aspects of the Trust's work, have a connection with previous owners of the House, or have general management experience at a senior level which is of value to the Trust in setting and overseeing its strategic direction. Following an initial interview, candidates are invited to meet Trustees informally to enable the Board and the candidate to determine an appropriate 'fit' with the ethos and vision of the Trust. The Board's policy regarding recruitment

of Trustees keeps very much in mind the requirements of the *Governance Code for Small Charities* regarding equality, diversity and inclusion.

Induction and Training of Trustees

Upon appointment Trustees are provided with information upon the constitution of the Trust and their role and responsibilities as charity Trustees, including the signature of a Trustee Code of Conduct. An Induction plan is drawn up for each new Trustee, and they are encouraged to engage with members of the team, particularly in their area of expertise, at the earliest opportunity. Trustees are made aware of the extensive and valuable guidance materials available on the Charity Commission's website and have new developments drawn to their attention.

Organisation Structure and the Management of the Trust

Our Board of Trustees, reconstructed and upgraded in the past three years, has worked effectively together through the challenges of the pandemic to support the Director and his operating team.

The Board of Trustees is responsible for the overall direction and leadership of the charity. The Board may consist of up to 15 members. In 2021 we welcomed Martin Postle as a new Trustee bringing valuable curatorial experience and in early 2022 we have welcomed Robert Waiting as a new Trustee who brings educational and learning experience to the Board. There were nine Trustees at 31st December 2021. At the time of writing, we are seeking a Trustee with experience of conservation architecture, and will also be looking to replace our US-based Trustee, who resigned in 2021.

The Board held four full Board meetings plus an AGM during 2021.

The Steering Committee of five Trustees, formed to ensure continuity through the pandemic months, continued to meet every two weeks until June, after which it was felt appropriate to 'normalise' our governance again. The Steering Committee was suspended pro tem, but, recognising that we are still in a volatile situation, it was replaced by a regular Trustee Review and Update (TRU) forum involving all Trustees which meets informally between Board meetings to review activity and pressing issues and support the Director on matters of importance for the Trust and the House. The role and continued necessity of TRU meetings will be reviewed at regular intervals going forward.

The Director provides detailed reports to the Board at each meeting (full Board and TRU) on operational aspects, including monthly management accounts and key performance indicators of the House, thus ensuring that the charity remains focused on its stated charitable aims, and continues to be financially sound.

Following major changes to our team of Trustees in 2020, the Board set out in 2021 to review and update its procedures and practices of governance in line with its strategic vision for the future as expressed in the Three-Year Plan approved at the end of 2020.

We carried out a Board Effectiveness Review and Chair Evaluation at the start of the year. All Trustees contributed to these, and the outcomes were used to adopt a series of priorities for the immediate and longer-term future, and some of these are detailed below. We plan to repeat this exercise every two years.

At the start of the year the Board also agreed the formal adoption of the *Code of Governance for Small Charities* which sets out good practice in seven major areas of governance. We used the Code's audit tool to review all aspects of our governance and management practice and establish a set of priorities for the coming year. This also tied in with our work on ESG, which began towards the end of the year.

In response to these review activities, our first step was a thorough review and update of our Memorandum and Articles of Association, which had remained unchanged since 2002. The new Articles of Association received approval from the Charity Commission at the end of 2021 and will be adopted by the Board at our 2022 AGM in June.

We also introduced a Code of Conduct for Trustees, and embarked on a review of our values, which will involve Trustees, the in-house team, and representatives of our volunteer body.

During 2021, following the Board Effectiveness Review, the Board decided to reduce the number of sub-committees. In addition to the TRU, the Board now delegates to the Finance Committee, which provides written reports to the Board on issues arising since the previous meeting or over longer periods, as well as forward planning. The Board is also in the process of establishing a Garden Advisory Committee to support the garden team and volunteers.

The Trustees also agreed to establish short-term Working Groups to focus on specific issues, consisting of Trustees, plus members of the team, volunteers or other relevant parties as required. The first two of these, to look at ESG and Events and Catering, were formed towards the end of 2021.

Board Strategic Awayday

In October 2021, the Board were able to repeat its strategic 'awayday' held last year by Zoom. This year we were able to hold the event in person, which was enormously beneficial, and enabled us to include the whole in-house team for part of the day. The sessions were again facilitated by one of our Trustees with expertise in the area, and were designed this year to focus on some of the key issues that had arisen in the previous year's session, but to enable everyone to have an input into how our 'burning issues' should be resolved. It is planned to develop this into a new set of values for the Trust in a meeting early in 2022.

The Trust is required to keep its staffing structure under review in order to ensure it is able to meet its short-term business objectives and the longer-term challenges of the future. The Trustees are required to ensure appropriate arrangements are in place to meet the Trust's obligations as an employer and for the health and safety of visitors, staff, volunteers and contractors. The Trust has a Safeguarding Policy and carries out checks on staff and volunteers who have substantial access to children and vulnerable people. In 2020 the Trust also reviewed its arrangements for the assessment and storage of data relating to staff, suppliers and customers, to ensure compliance with current GDPR requirements. All these arrangements are reviewed on a regular basis by the Director and staff, and the Board receives an annual report on these issues.

Relationships between the Charity and other Charities and Organisations

The Trust works closely with the independent charity The Strawberry Hill Collection Trust, (Company number: 06851597, originally incorporated in March 2009), a body established to hold nominal title in certain objects in the owned Collection of Strawberry Hill House.

The relationship between SHCT and the Strawberry Hill Trust is formalised by a Management Agreement. This document and SHT's Collection Development Policy are in the process of being reviewed and updated to reflect the current and future needs and expectation of both trusts. The purpose of this review is to ensure clarity of roles and responsibilities of the respective groups of Trustees so as to avoid duplication and to effectively harness the knowledge and skills towards a shared purpose and vision.

In order to meet its legal obligations, the Strawberry Hill Trust set up a trading company, Strawberry Hill House Trading Services ("SHHTS"), in 2011. This company carries out trading activities that are outside the charitable purpose of the Strawberry Hill Trust but which contribute to the enjoyment and financial sustainability of the House. It is a wholly owned trading subsidiary of the Strawberry Hill Trust. There is an agreement between the Trust and the SHHTS that the latter will donate all its profits to the Trust. The staff who work on SHHTS activities are employed by the Strawberry Hill Trust but the trading company is responsible for meeting their salaries.

Auditors

Since its creation the Trust has had a full external audit of its affairs carried out to ensure that there is full transparency and public accountability.

Harmer Slater Limited have been appointed as the Trust's auditor for 2021.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the Directors of The Strawberry Hill Trust for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.
As far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (the SORP) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 relating to small entities.

The Trustees have taken advantage of the small companies' exemptions provided by section 414B and 415A of the Companies Act 2006 from the requirement to prepare a strategic report and in preparing the Trustees' report on the grounds that the charitable company is entitled to prepare its accounts for the year in accordance with the small companies' regime.

Approved by the Trustees of the charity on 7th June 2022 and signed on their behalf by



THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Opinion

We have audited the financial statements of The Strawberry Hill Trust (the "Charity") and its subsidiary ("the group") for the year ended 31 December 2021 which comprise the Statement of Financial Activities (including income and expenditure account), the Consolidated and Company Balance Sheets, Statement of Cash Flows and Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 31 December 2021 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' (who are also directors of the Charity for the purpose of company law) use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Report of the Trustees and from the requirement to prepare a strategic report.

Responsibilities of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on pages 12-13), the Trustees, who are Directors for the purpose of the company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with management, and from our cumulative audit knowledge and experience of the Charity and the knowledge of the charitable sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, Charities Act 2011, The Charities (Accounts and Reports) Regulations 2008 as well as data protection, money laundering and anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we identified laws and regulations which were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statements to disclosures and underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charities Commission, HMRC and other government bodies and analysing professional services and legal costs to ascertain if there have been instances of non-compliance with laws and regulations.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

THE STRAWBERRY HILL TRUST

INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF THE STRAWBERRY HILL TRUST

Use of our report

This report is made solely to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the members as a body, for our audit work, for this report, or for the opinions we have formed.



Timothy Slater (Senior Statutory Auditor)
Harmer Slater Limited (Statutory Auditor)
Salatin House
19 Cedar Road
Sutton
Surrey SM2 5DA

Date:…7 June 2022…….

THE STRAWBERRY HILL TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021** £	2020 £
Income and endowments from:						
Donations and legacies	6	280,143	59,280	-	**339,423**	255,130
Charitable activities	7	217,804	1,667	-	**219,471**	208,799
Other trading activities	8	104,039	-	-	**104,039**	32,823
Investments		2	-	-	**2**	78
Other sources		-	-	-	**-**	-
Total income		601,988	60,947	-	**662,935**	496,830
Expenditure on:						
Raising funds	9	12,320	-	-	**12,320**	21,853
Charitable activities	10	489,613	64,417	-	**554,030**	475,605
Other trading activities	8	52,099	-	-	**52,099**	37,458
Total expenditure		554,032	64,417	-	**618,449**	534,916
Net (expenditure) / income		47,956	(3,470)	-	**44,486**	(38,086)
Transfers between funds	24	(27,496)	7,496	20,000	**-**	-
Net incoming resources before other recognised gains and losses		20,460	4,026	20,000	**44,486**	(38,086)
Other recognised gains:						
Gain on investment assets	18	-	-	33,842	**33,842**	10,889
Net movement in funds		20,460	4,026	53,842	**78,328**	(27,197)
Reconciliation of Funds:						
Total funds brought forward		217,281	15,952	311,854	**545,087**	572,284
Total funds carried forward		**237,741**	**19,978**	**365,696**	**623,415**	545,087

All of the results derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 36 form part of these financial statements.

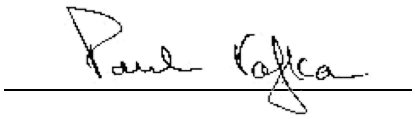
THE STRAWBERRY HILL TRUST

CONSOLIDATED AND COMPANY BALANCE SHEETS AS AT 31 DECEMBER 2021

	Notes	**Group 2021 £**	Group 2020 £	**Charity 2021 £**	Charity 2020 £
Fixed assets					
Tangible assets	14	**75,101**	85,472	**73,929**	83,097
Fixed asset investment	15	**-**	-	**100**	100
		75,101	85,472	**74,029**	83,197
Current assets					
Stock	16	**24,940**	31,372	**-**	**-**
Debtors	17	**81,811**	65,116	**202,370**	107,518
Current asset investments	18	**365,696**	311,854	**365,696**	311,854
Cash at bank and in hand		**194,056**	282,514	**95,598**	273,525
		666,503	690,856	**663,664**	692,897
Creditors: amounts falling due within one year	19	**(118,189)**	(231,241)	**(114,278)**	(226,372)
Net current assets		**548,314**	459,615	**549,386**	466,525
Total assets less current liabilities		**623,415**	545,087	**623,415**	549,722
Funds					
Unrestricted funds	21	**237,741**	217,281	**237,741**	221,916
Restricted funds	22	**19,978**	15,952	**19,978**	15,952
Endowment funds	23	**365,696**	311,854	**365,696**	311,854
Total funds carried forward		**623,415**	545,087	**623,415**	549,722

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved and authorised for issued by the Trustees on 7th June 2022 and signed on their behalf by:



– Paul Kafka, Chairman

The notes on pages 22 to 36 form part of these financial statements.

THE STRAWBERRY HILL TRUST

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	**Group 2021**	Group 2020	**Charity 2021**	Charity 2020
Net cash (used)/gained in operating activities	28	**(59,808)**	120,279	**(149,277)**	150,359
Cash flows from investment activities:					
Interest income		**2**	78	2	78
Proceeds from sale of investments		**-**	100,000	-	100,000
Purchase of investments		**(20,000)**	(100,000)	(20,000)	(100,000)
Purchase of tangible fixed assets		**(8,652)**	(21,076)	**(8,652)**	(21,076)
Proceeds from sale of tangible fixed assets		**-**	-		-
Cash used in investing activities		**(28,650)**	(20,998)	**(28,650)**	(20,998)
(Decrease)/increase in cash and cash equivalents		(88,458)	99,281	(177,927)	129,361
Cash and cash equivalents at beginning of year		282,514	183,233	273,525	144,164
Cash and cash equivalents at the end of the year:					
- Cash at bank		193,512	281,653	95,054	272,664
- Cash in hand		544	861	544	861
Total cash and cash equivalents at end of year		**194,056**	282,514	**95,598**	273,525

1 Accounting policies

The principal accounting policies are set out below. The accounting policies have been adopted consistently throughout the year.

Going concern

The trustees have considered a period of more than 12 months from the signing of these financial statements and consider that the charity will be able to continue operations for the foreseeable future. This is disclosed in more detail in note 2. These accounts are therefore prepared on a going concern basis.

Statement of compliance

The charity is a public benefit entity. These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), The Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) (the SORP) including Update Bulletin 1 and in accordance with the Companies Act 2006 and Charities Act 2011, from which there were no material departures.

Basis of accounting

These financial statements have been prepared using the historical cost convention except that as disclosed in the accounting policies certain items are shown at fair value.

The functional currency of the charity is considered to be pounds sterling (£) because that is the currency of the primary economic environment in which the charity operates. The financial statements are presented in pounds sterling (£).

Judgements and key sources of estimation uncertainty

In the opinion of the Trustees there are no judgements or key sources of estimation uncertainty which could materially affect the financial statements.

Income and endowments

The principal policies on income and endowments are as follows:

- *Donations* - Donations are credited in the year in which they are received.
- *Grant income* - Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Where grant income is rewarded specifically to cover expenditure of a future accounting period, then the grant income is deferred to that future period on the balance sheet as deferred income.
- *Interest receivable* - Interest is credited in the year in which it is received.

Expenditure

Costs relating to restoration of the building are recognised when incurred.

Expenditure on raising funds is costs incurred in attracting voluntary income.

Other costs include:

- *Governance costs* - those incurred in the governance of the charity's assets, primarily associated with constitutional and statutory requirements.
- *Support costs* – those incurred on central functions, allocated to activity cost categories on a basis consistent with the use of resources.

Fund structure

The funds held by the charity are either:

- *Unrestricted funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- *Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
- *Endowment funds* – these are funds raised to be held long term with the purpose of providing investment income. The income from investing such funds is unrestricted.

Tangible fixed assets and depreciation

Tangible fixed assets are stated in the balance sheet at cost or, if gifted, at market value at the date of the gift, less subsequent accumulated depreciation and impairment losses.

The cost of tangible fixed assets includes directly attributable incremental costs incurred in their acquisition and installation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Equipment	25% - 33.33% on cost
Website development	25% on cost
Plant, fixtures and fittings	10% on cost

Stock

Stock is stated at the lower of cost and estimated net realisable value (selling price less costs to sell). Cost is determined using the first-in, first-out (FIFO) method.

Stocks are assessed for impairment and, if stocks are impaired, the carrying amount is reduced to its net realisable value and any impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash comprises cash on hand and held at bank.

Trade Debtors

Trade debtors are amounts due from customers for services performed in the ordinary course of business as well as grants for which conditions for recognition as income have been met but where the grant has not yet been paid.

Trade debtors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Trade Creditors

Trade creditors are obligations to pay for goods acquired or services received acquired in the ordinary course of business. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to profit or loss as they fall due over the period of the lease.

Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Investments

Fixed asset investments are accounted at historical cost.

Current asset investments are accounted at fair value. Any change in the fair value during the year is treated as profit or loss and is accounted in the statement of financial activity as an increase or decrease in respective fund.

2 Going concern

The Trust was fortunate to receive generous support from the Government during 2020 which has enabled it to fully cover its costs during 2021, a year in which its commercial income continued to be affected by the pandemic. Looking forward, significant improvements have been made to the Collections held at the House which should improve the visitor experience and so improve commercial income opportunities. The trustees also took the decision to hire a dedicated Development Manager to lead fundraising activities and to engage with supporters and benefactors. On the basis of the level of unrestricted funds and consideration of the projected cashflows the trustees believe the accounts should be prepared on a going concern basis.

3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

4 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

5 Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, Strawberry Hill House Trading Services Limited, which operates the gift shop and organizes events and hirings. The summary financial performance of the charity alone is:

	2021	2020
	£	£
Total income and endowments	**558,896**	464,007
Expenditure on:		
Raising funds	**12,320**	21,853
Charitable activities	**554,030**	475,605
Total expenditure	**566,350**	497,458
Net expenditure	**(7,454)**	(33,451)
Donations from Strawberry Hill House Trading Services Limited	**47,305**	-
Gains on investment assets	**33,842**	10,889
Total funds brought forward	**549,722**	572,284
Total funds carried forward	**623,415**	549,722
Represented by:		
Unrestricted funds	**237,741**	221,916
Restricted funds	**19,978**	15,952
Endowment funds	**365,696**	311,854
	623,415	549,722

6 Income and endowments from donations and legacies

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Donations					
General donations	6,284	-	-	**6,284**	8,380
Lynn Fitzwater	-	9,759	-	**9,759**	4,071
Chris Sumner	-	2,890	-	**2,890**	
Jamie Korner	-	-	-	**-**	3,000
Carole Patey	-	-	-	**-**	165
Janine Gerhardt	-	-	-	**-**	80
Ann Sayer	-	-	-	**-**	22,000
The Décor Cafe	150	-	-	**150**	-
Pope's Grotto Preservation Trust	2,332	-	-	**2,332**	-
Aegis	4,883	3,200	-	**8,083**	-
John & Anne Hornby	500	-	-	**500**	-
Valarie Pinnington	465	-	-	**465**	-
Gift Aid	8,195	-	-	**8,195**	2,529
	22,809	15,849	-	**38,658**	40,225
Legacies					
Sian Richards	11,734	-	-	**11,734**	-
	11,734	-	-	**11,734**	-
Grants					
The Arts Council	245,600	-	-	**245,600**	35,000
Historic England	-	25,000	-	**25,000**	-
ICON Conservation Grant	-	12,805	-	**12,805**	
Heritage Lottery Fund	-	-	-	**-**	163,900
Fidelity	-	-	-	**-**	10,000
LBRUT	-	-	-	**-**	2,000
City Bridge Foundation	-	-	-	**-**	3,325
Russell Cooke	-	2,500	-	**2,500**	-
Aegis	-	3,126	-	**3,126**	680
	245,600	43,431	-	**289,031**	214,905
	280,143	59,280	-	**339,423**	255,130

Income and endowments from donations, grants and legacies in 2020 was made up of £36,110 to unrestricted and £219,020 to restricted funds.

7 Income and endowments from charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Door admissions	66,066	-	-	**66,066**	39,267
Specialist tours	5,155	-	-	**5,155**	4,420
Events	6,330	-	-	**6,330**	6,460
Education	11,911	1,667	-	**13,578**	5,319
Tea Room	21,195	-	-	**21,195**	18,495
St. Mary's lease income	80,000	-	-	**80,000**	80,000
"Friends" subscription	4,911	-	-	**4,911**	9,994
Patrons membership	6,250	-	-	**6,250**	9,182
Garden sales	-	-	-	**-**	110
Job Retention Scheme	12,341	-	-	**12,341**	33,950
Misc income	3,645	-	-	**3,645**	1,602
	217,804	1,667	-	**219,471**	208,799

Income and endowments from charitable activities in 2020 was made up of £208,799 to unrestricted and £Nil to restricted funds.

8 Income and endowments from other trading activities

Strawberry Hill House Trading Services Limited, incorporated in the United Kingdom, is a wholly owned subsidiary of The Strawberry Hill Trust.

Strawberry Hill House Trading Services Limited is responsible for the operation of the shop and hirings, both private and corporate. It pays all its profits to the charity by gift aid. A summary of the trading results is shown below:

	2021 £	2020 £
Turnover	104,039	32,823
Cost of sales	(16,151)	(15,295)
Gross profit	87,888	17,528
Other income	-	-
Administrative expenses	(35,948)	(22,163)
Donations to Strawberry Hill Trust	(47,305)	-
Retained profit/(loss) for the year	**4,635**	**(4,635)**
The assets and liabilities of the subsidiary were:		
Fixed assets	1,177	2,376
Current assets	125,179	84,085
Current liabilities	**(137,756)**	(90,996)
	100	**(4,535)**

Aggregate share capital and reserves	**100**	**(4,535)**

The income and expenditure of Strawberry Hill House Trading Services Limited is entirely attributable to unrestricted funds.

9 Expenditure on raising funds

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Salaries and wages costs (note 12)	12,000	-	-	**12,000**	18,096
Hospitality costs	70	-	-	**70**	-
Publicity and advertising	-	-	-	**-**	3,743
Fundraising	250	-	-	**250**	14
	12,320	-	-	**12,320**	21,853

Expenditure on raising funds in 2020 was made up of £18,110 from unrestricted funds and £3,743 from restricted funds.

10 Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	**2021 £**	2020 £
Restoration and renovation costs	24,865	11,902	-	**36,767**	31,866
Salaries and wages costs (note 12)	172,965	16,656	-	**189,621**	195,785
Staff training	1,907	-	-	**1,907**	593
Advertising & marketing	6,569	-	-	**6,569**	25,569
Recruitment costs	6,070	-	-	**6,070**	12,863
Tour guides	2,145	-	-	**2,145**	953
Gardening costs	1,923	4,737	-	**6,660**	2,736
Other maintenance and repairs	86,744	30,625	-	**117,369**	65,916
Light and heat	15,704	-	-	**15,704**	13,599
Insurance	61,880	125	-	**62,005**	49,439
Rates	6,590	-	-	**6,590**	4,334
Computer and web expenses	7,575	-	-	**7,575**	8,506
Other administrative costs	51,890	372	-	**52,262**	26,834
Audit fee	5,533	-	-	**5,533**	5,513
Accountancy services	2,609	-	-	**2,609**	1,142
Legal and professional fees	3,946	-	-	**3,946**	1,646
Bank charges	7,833	-	-	**7,833**	6,726
Sundry	5,047	-	-	**5,047**	-
Depreciation	17,818	-	-	**17,818**	21,585
	489,613	64,417	-	**554,030**	475,605

Expenditure on charitable activities in 2020 was made up of £281,404 from unrestricted funds, £194,201 from restricted funds and £NIL from endowment funds.

11 Net income/(expenditure) for the year

	2021	2020
	£	£
This is stated after charging:		
Operating lease charges	**6,675**	11,798
Auditors remuneration:		
- Audit fees	**5,533**	5,513
- Other financial services provided by the auditor	**2,609**	1,142
Depreciation	**17,820**	21,585

12 Staff costs, trustee remuneration and expenses and key management personnel

	2021	2020
	£	£
Salaries and wages	**205,661**	219,952
Social security costs	**13,183**	13,809
Pension costs	**2,437**	2,621
	221,281	236,382

Included in the above analysis are salaries and wages of £16,841 (2020: £16,615), social security costs of £1,106 (2020: £986) and pension of £318 (2020: £276) included within 'Other Trading Expenses', being employment costs borne by the subsidiary trading company (see note 8).

No employees had employee benefits in excess of £50,000 (2020: £50,000). Pension costs are allocated to activities in proportion to the related staffing costs incurred and £2,308 (2020: £2,591) was charged to unrestricted funds and £130 to restricted funds (2020: £30).

No trustees or persons connected with them received any emoluments in their role as Trustees from the Trust or its subsidiary. The trustees have received no reimbursement of individual expenses incurred for professional or other services provided to the charity during the period (2020: £Nil).

The charity employs a Director of Operations (the 'Director') with overall responsibility for the day to day operational management of the Trust. The 'Director' is also a Director and Trustee for the purposes of company and charity law. The Charities Commission has approved this arrangement. The 'Director' along with the other Trustees comprise the key management personnel. In addition to providing employment related accommodation, the following amounts were paid to the incumbent 'Director' under this arrangement:

	2021	2020
	£	£
Derek Purnell	**60,000**	24,423
Paul Finucane	**-**	29,822
	60,000	54,245

13 Staff numbers

The average number of persons employed by the charity (including directors) during the year was 9 (2020: 10).

14 Tangible fixed assets

	Website Development £	Fixtures and Equipment £	Total £
Group			
Cost:			
At 1st January 2021	19,687	226,638	246,325
Additions	-	8,652	8,652
At 31st December 2021	19,687	235,290	254,977
Depreciation:			
At 1st January 2021	19,371	141,482	160,853
Provision for the year	316	18,707	19,023
At 31st December 2021	19,687	160,189	179,876
Net book value:			
At 31st December 2021	**-**	**75,101**	**75,101**
At 31st December 2020	316	85,156	85,472
Charity			
Cost:			
At 1st January 2021	19,687	214,613	234,300
Additions	-	8,652	8,652
At 31st December 2021	19,687	223,265	242,952
Depreciation:			
At 1st January 2021	19,371	131,832	151,203
Provision for the year	316	17,504	17,820
At 31st December 2020	19,687	149,336	169,023
Net book value:			
At 31st December 2021	**-**	**73,929**	**73,929**
At 31st December 2020	316	82,781	83,097

15 Fixed Asset Investments

The charity holds the entire shareholding, 100 shares of £1 each, of Strawberry Hill House Trading Services Limited which is incorporated in the United Kingdom. The activities and results are summarised in note 8.

16 Stock

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Stock held by subsidiary company at cost	**24,940**	31,372	**-**	-

17 Debtors

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Due from subsidiary	**-**	-	**101,697**	33,972
Trade debtors	**8,566**	3,987	**7,734**	3,343
Accrued income	**22,996**	10,931	**22,920**	10,781
VAT recoverable	**866**	11,374	**21,512**	22,523
Prepayments and other debtors	**49,383**	38,824	**48,507**	36,899
	81,811	65,116	**202,370**	107,518

18 Current Asset Investments

	Group	Charity
	2021	**2021**
	£	**£**
Listed investments:		
Carrying value (market value) at 1st January 2021	311,854	311,854
Accumulation	9,395	9,395
Gain on revaluation to market value	24,447	24,447
Total recognised gains and losses	33,842	33,842
Purchase of investments	20,000	20,000
Carrying value (market value) at 31st December 2021	**365,696**	**365,696**

Total recognised gains and losses are the net of accumulation and loss on revaluation to market value. A gain of £33,842 was made in 2021 (2020 gain: £10,889).

19 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	**33,843**	12,178	**32,999**	10,818
Tax and social security	**4,514**	3,795	**4,514**	3,795
Deferred income (note 20)	**61,082**	201,405	**61,082**	201,405
Accrued expenditure	**15,390**	12,292	**13,893**	10,351
Other creditors	**3,360**	1,571	**1,790**	3
	118,189	231,241	**114,278**	226,372

20 Deferred income

Deferred income comprises:

- grants and donations received for salaries to be utilised over a set period and recognised as the salary cost is incurred
- unrestricted income collected for a specific or designated purpose and recognised when the purpose is fulfilled.

	Group	**Charity**
	£	**£**
Balance as at 1 January 2021	201,405	201,405
Movement in deferred income	(140,323)	(140,323)
Balance as at 31 December 2021	**61,082**	**61,082**

21 Unrestricted funds

2021	**Balance at 1st Jan '21**	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**Balance at Year 31st Dec '21**
	£	**£**	**£**	**£**	**£**
General funds	221,916	497,949	(501,933)	19,809	**237,741**
Reserves of subsidiary	(4,635)	104,039	(52,099)	(47,305)	**-**
Total	217,281	601,988	(554,032)	(27,496)	**237,741**

2020 (comparative)	**Balance at 1st Jan '20**	**Incoming Resources**	**Outgoing Resources**	**Transfers**	**Balance at 31st Dec '20**
	£	£	£	£	£
General funds	217,398	244,987	(299,514)	59,045	**221,916**
Reserves of subsidiary	-	32,823	(37,458)	-	**(4,635)**

Total	217,398	277,810	(336,972)	59,045	**217,281**

21 Unrestricted funds (continued)

Name of fund	Description, nature and purposes of the fund
Designated funds	Unrestricted funds earmarked for specified use
General funds	The 'free reserves' after allowing for designated funds
Reserves of subsidiary	Reserves of the trading subsidiary included on consolidation

22 Restricted funds

2021	Balance at 1st Jan '21 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance at 31st Dec '21 £
Restoration fund	**15,952**	-	-	-	**15,952**
Conservation	**-**	10,000	(11,745)	1,745	**-**
Curatorial	**-**	9,759	(9,982)	223	**-**
Heritage England – exterior	**-**	25,000	(29,854)	4,854	**-**
Garden	**-**	11,901	(12,575)	674	**-**
Lecture Series	**-**	2,500	-	-	**2,500**
University Funded Projects	**-**	1,787	(261)	-	**1,526**
Total	**15,952**	60,947	(64,417)	7,496	**19,978**

2020(comparative)	Balance at 1st Jan '20 £	Incoming Resources £	Outgoing Resources £	Transfers £	Balance at 31st Dec '20 £
Restoration fund	**15,952**	1,035	(1,035)	-	**15,952**
Organisation development fund	**62,935**	213,980	(192,904)	(84,011)	**-**
Exhibitions and events fund	**241**	-	-	(241)	**-**
Education fund	**(1,281)**	4,005	(4,005)	1,281	**-**
Total	**77,847**	219,020	(197,944)	(82,971)	**15,952**

Name of fund	Description, nature and purposes of the fund
Restoration fund	Funds for the ongoing restoration of the house
Salary fund	Funds raised for specific salary roles
Organisation development fund	Funds raised to develop how the charity operates
Exhibitions and events fund	Funds raised to organise exhibitions and events at the house
Education fund	Funds raised for education projects and events

23 Endowment funds

2021	Balance at 1st Jan '21	Incoming Resources	Outgoing Resources	Transfers	Gain on Investment	Balance at 31st Dec '21
	£	£	£	£	£	£
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	311,854	-	-	20,000	33,842	**365,696**
Total	311,854	-	-	20,000	33,842	**365,696**

The balance of £365,696 includes £213,000 of matched funding received from the Heritage Lottery Fund. In certain circumstances for example, if the Charity ceases to operate, the matched funding may be repayable. The remaining £152,696 is made up of appreciation of the fair value of the investment and other donations received. This is non-returnable.

2020	Balance at 1st Jan '20	Incoming Resources	Outgoing Resources	Transfers	Gain on Investment	Balance at 31st Dec '20
	£	£	£	£	£	£
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	277,039	-	-	23,926	10,889	**311,854**
Total	277,039	-	-	23,926	10,889	**311,854**

Name of fund	Description, nature and purposes of the fund
The Heritage Lottery Fund/Department for Culture Media and Support Catalyst: Endowment fund	Contributions to the Endowment Fund are raised through donations to 'The Peacock Appeal' at Strawberry Hill House and augmented by transfers from unrestricted funds. This income is then matched by The Heritage Lottery Fund as grant income. This is an expendable endowment fund with an expectation from The Heritage Lottery Fund that the fund will be maintained for a minimum of 25 years.

24 Transfers between funds

There was a transfer of £7,496 from unrestricted to restricted funds during the year.

There was a transfer of £20,000 from unrestricted to endowment funds during the year.

25 Analysis of net assets between funds

2021	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	75,101	-	-	75,101
Current assets	219,747	81,060	365,696	666,503
Current liabilities	(57,107)	(61,082)	-	(118,189)
	237,741	19,978	365,696	623,415

2020 (comparative)	*Unrestricted fund* £	*Restricted fund* £	*Endowment Fund* £	*Total* £
Fixed assets	85,472	-	-	85,472
Current assets	161,646	217,356	311,854	690,856
Current liabilities	(29,837)	(201,404)	-	(231,241)
	217,281	15,952	311,854	545,087

26 Commitments under operating leases

The charity had the following annual commitments under non-cancellable operating leases:

	2021 £	2020 £
Operating leases which expire:		
Within one year	8,696	5,904
In two to five years	16,348	8,820
	25,044	**14,724**

The trading subsidiary had no additional non-cancellable operating leases and the above analysis therefore also represents the annual commitments under non-cancellable operating leases for the group. During the year £8,966 (2020: £11,798) of operating lease payments was recognised as expense.

27 Trustees and other related parties

Trustees

Details of Trustee emoluments and expenses are disclosed in note 12.

The Trust received unconditional donations totalling £1,867 (2020: £9,929) from Trustees.

The Strawberry Hill Collection Trust

The Strawberry Hill Collection Trust ("SHCT") is a registered charity created to seek to identify, and return to Strawberry Hill House for display, objects that were formerly in it. The SHCT had certain trustees in common with this charity. On occasion, the Trust receives and pays out amounts on behalf of SHCT.

At the year end £1,432 (2020: £1,432) was owed to the Trust by SHCT.

27 Trustees and other related parties (continued)

Strawberry Hill House Trading Services Limited

Strawberry Hill House Trading Services Limited ("SHHTS"), incorporated in the United Kingdom (company registration number: 07880487), is a wholly owned trading subsidiary of the Trust. Its activities and results are summarised in note 8. At the year end £101,697 was owed to the Trust by SHHTS (2020: £33,972).

28 Reconciliation of net income to net cash flow from operating activities

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Net movement in funds	**78,328**	(27,197)	**73,693**	(22,562)
Adjustment for:				
Depreciation	**19,023**	22,790	**17,820**	21,585
(Gain) on investment	**(33,842)**	(10,885)	**(33,842)**	(10,885)
Deduct income from investments	**(2)**	(78)	**(2)**	(78)
Decrease in stock	**6,432**	9,027	**-**	-
(Increase)/decrease in debtors	**(16,695)**	(14,103)	**(94,852)**	14,598
(Decrease) in creditors	**(113,052)**	140,725	**(112,094)**	147,701
	(59,808)	120,279	**(149,277)**	150,359

29 Other financial services provided by the auditors

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the payroll and financial statements as well as ad hoc advice on a consultancy basis. A breakdown of these fees is provided in note 11.